

# **U. S. Army Soldier Support Institute**

## **THEATER HUMAN RESOURCES ORIENTATION**

 Adjutant General School 

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# AGENDA

- HR Mission
- HR Doctrine
- HR Support In Army Transformation
- Theater HR Relationships
- Theater HR Organizations (Non SRC 12)
- Theater HR Organizations (SRC 12)
  - HRSC
  - HR Company Headquarters
  - Theater Postal Operations
  - R5 (Reception, Replacement, Return to duty,
    - R&R, Redeployment)
  - Theater Casualty Operations
- SRC 12 Theater Structure (CONUS Basing)
- Theater Scenairo

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# HR MISSION

The mission of any HR element is to coordinate timely and effective manpower and HR support for Commanders at all echelons to enhance the readiness and operational capabilities of the total force and ensure success across the full spectrum of military operations, including Joint, Inter-agency, Inter-Governmental, and Multinational (JIIM) operations. HR support applies to all levels of war: strategic, operational, and tactical.

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# **U. S. Army Soldier Support Institute**

## **DOCTRINAL OVERVIEW**

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# DOCTRINE

## DEFINITION

Doctrine is the **concise expression** of how Army forces contribute to unified action in campaigns, major operations, battles and engagements. **It is a guide to action, not hard and fast rules. Doctrine provides a common frame of Reference across the Army.** It helps standardize operations, Facilitating readiness by establishing common ways of Accomplishing military tasks.

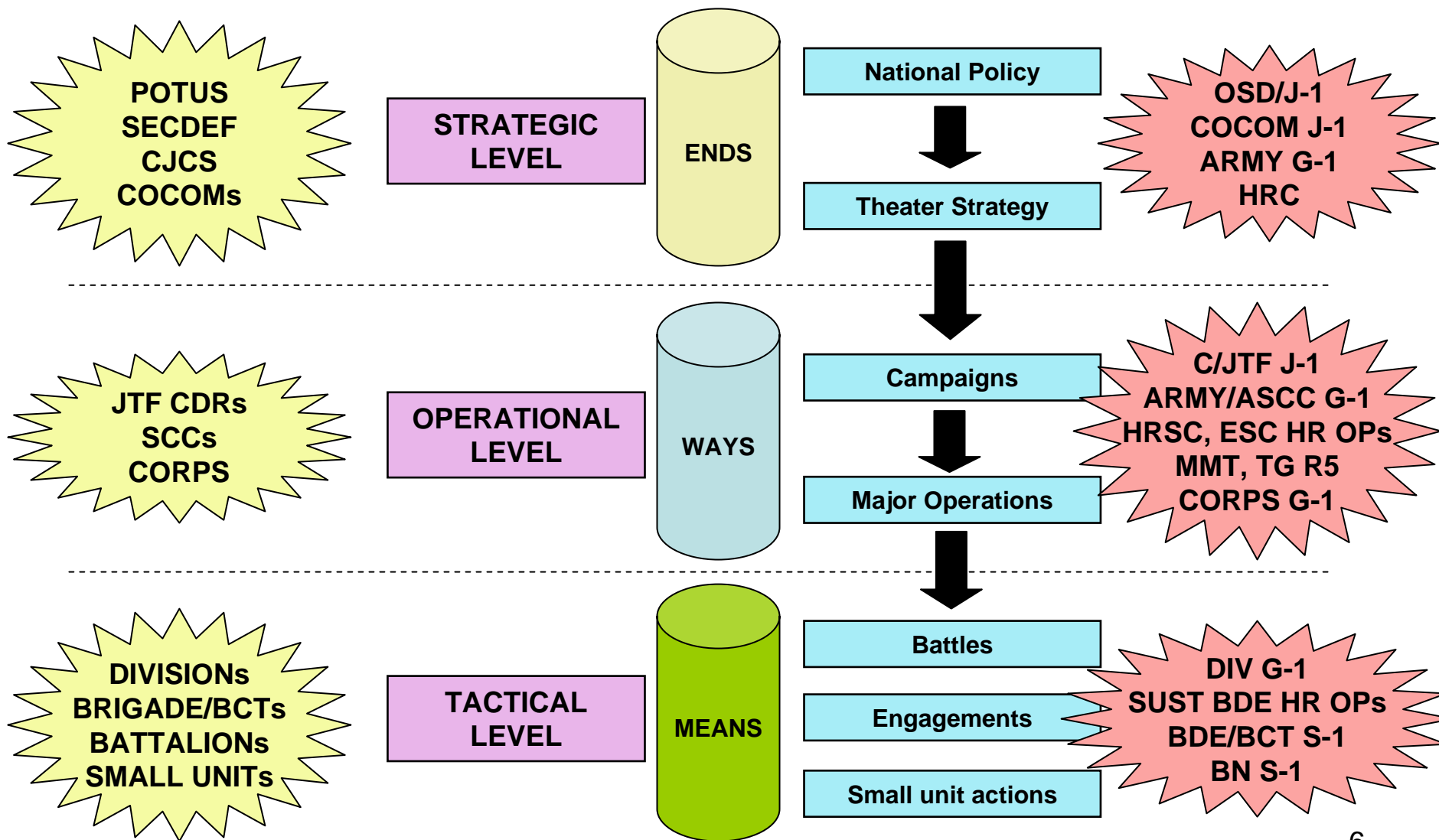
*FM 1, The Army*



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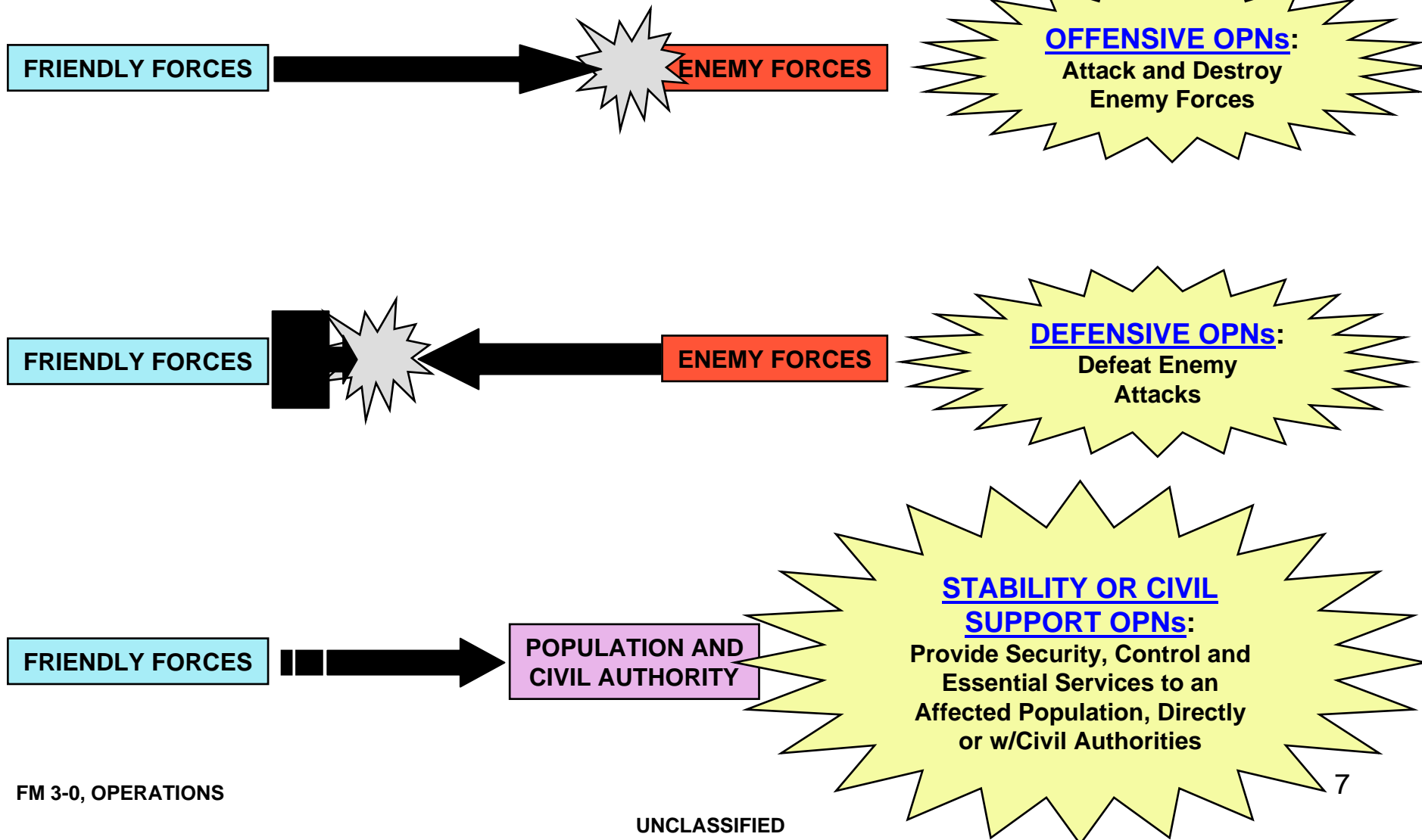


# LEVELS OF WAR





# FULL SPECTRUM OPERATIONS





# WARFIGHTING FUNCTIONS

**Warfighting Function:** Group of tasks and systems (people, organizations, information, processes) united by a common purpose that Commanders use to accomplish missions and training objectives.

- Intelligence
- Movement and Maneuver
- Fire Support
- Protection
- Command and Control
- **Sustainment**





# SUSTAINMENT WARFIGHTING FUNCTION

- Sustainment Warfighting Function:
  - Related tasks and systems that **provide support and services to ensure freedom of action**, extend operational reach, and prolong endurance. Sustainment **facilitates uninterrupted operations** through means of adequate personnel, logistic, other support
  - Logistics:
    - Maintenance
    - Transportation
    - Supply
    - Field Services
    - EOD
    - General Engineering
  - Personnel Services:
    - **HR**
    - Financial Management
    - Legal Support
    - Religious Support
    - **Band Support**



# FM 1-0 COMPOSITION

- 5 Chapters
  - Ch 1: HR Support
  - Ch 2: HR Support in Army Transformation
  - Ch 3: HR Organizations and Responsibilities
  - Ch 4: Brigade/BCT S-1 Section Operations
  - Ch 5: HR Support of Force Projection Operations
- 13 Appendices
  - App A – I: Core Competencies ([HR Planning/Operations App I](#))
  - App J: Army Bands
  - App K: Civilian Personnel, Contractor, NGA Support
  - App L: Retention Operations
  - App M: Rear Detachment Operations



# MAJOR UPDATES FROM FM 12-6

- Focus on Core Competencies as doctrinal principles
- Reflects transformation impacts, operational changes
- Reflects FDU 05-02-approved structures
  - Legacy structures removed
  - Detailed description of organization and employment
- Added chapter on S-1 Operations
- Added core competency for HR Planning and Operations
  - Provided Appendix
  - Format for Personnel Estimate
- Parallels emerging Joint Doctrine (JP 3.0, JP 1.0)



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# CORE COMPETENCIES

- Personnel Readiness Management (PRM)
- **Personnel Accountability and Strength Accounting (PASR)**
- Personnel Information Management (PIM)
- **Reception, Replacement, Return-to-duty, Rest and Recuperation, Redeployment (R5) Operations**
- **Casualty Operations**
- Essential Personnel Services (EPS)
- **Postal Operations**
- Morale, Welfare, and Recreation (MWR) Operations
- Band Operations
- **HR Planning and Operations**

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# AREAS OF EMPHASIS

- **Manning** the Force
  - PRM
  - PASR
  - PIM
  - R5
- Provide **HR Services**
  - EPS
  - Casualty Operations
- Provide **Personnel Support**
  - Postal Operations
  - MWR
  - Band Operations





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# PERSONNEL ACCOUNTING AND STRENGTH REPORTING (PASR)



- Mission: Provide personnel accountability and report other strength related information such as duty status, unit of assignment, location, Assignment Eligibility Availability (AEA) codes, and MOS, and update command data bases at all levels.
- PASR provides readiness managers the data necessary to analyze personnel strength as a component of combat power
- PASR requires timely, accurate and complete data
- **Personnel accountability** is recording BY-NAME data on personnel when they arrive, depart, change duty location, or change duty status (Faces)
- **Strength reporting** is the transformation of by-name data into a numerical end product compared to authorizations/requirements (Spaces)
- PERSTAT (or JPERSTAT) principle deployed tool / DTAS principle deployed enabling system (SIPR)

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# R5 OPERATIONS

- The mission of R5 Operations is to **manage or administer the HR support activities** of tracking and coordinating the movement of Soldiers into, through, or out of a theater during reception, replacement, RTD, R&R, and redeployment operations.
- Principle activities include:
  - **Personnel accountability** of transiting Soldiers/units
  - Planning, coordinating and executing R5 activities and centers to **process transiting Soldiers** from APOD/APOE to final destination and **coordinate critical life support while in transit**
- **R5 operations is an important element of the RSO&I process**
- Must be wary of mission creep – HR tasks only
- **Personnel accountability is the reason these structures were developed – initial step to an accurate deployed theater database**



# CASUALTY OPERATIONS

- The mission of Casualty Operations management is to **record, report, verify and process casualty information** from unit-level to DA, **notify appropriate individuals**, and **provide casualty assistance** to next of kin.
- **One of two core competencies which must always be right**
- Casualty Reporting: means of providing casualty information to commanders and NOK. DA Form 1156 and DCIPS-FWD are primary tools
- Casualty Notification: process of notifying NOK of Soldier and DA civilian who have been reported as a casualty
- Casualty Assistance: process of aiding the PNOK and other persons designated to receive benefits of deceased personnel.
- **Casualty Liaison Team (CLT): HR personnel; attached to MTFs and MA Companies who obtain, verify, update, disseminate casualty reports**





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# POSTAL OPERATIONS



- The mission of the military postal system is to operate as an extension of the USPS consistent with public law and federal regulations beyond the boundaries of US sovereignty to provide postal services for all DoD personnel where there is no USPS available.
- **Adherence with published regulation is critical.**
- Postal structure is only intended for deployed/contingency operations.
- **Initial postal operations must be established as early as possible during contingency operations – IAW Commander priorities**
- Mail = Morale, can become a major Command headache...

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# HR PLANNING AND OPERATIONS (1 OF 2)

## (HRPO)

- HRPO is the means by which the HR provider envisions a desired HR endstate in support of the operational commander's mission requirements; lays out the effective ways of achieving it; and communicates to subordinate HR providers and HR unit leaders the intent, expected requirements, and outcomes to be achieved to provide the support in the form of an OPLAN, OPORD or Annex (**Planning**); and the process of tracking current and near-term (future) execution of the planned HR support to ensure effective support through the following process (**Operations**):
  - Assessing the current situation and forecasting HR requirements based on the progress of the operation
  - Making execution and adjustment decisions to exploit opportunities or unforecasted requirements
  - Directing actions to apply HR resources and support at decisive points and time
  - HR inputs to MDMP key elements



# HR PLANNING AND OPERATIONS (2 OF 2)

## CONTINUED

- Tools:
  - Personnel Estimate
  - Personnel Appendix/Annex to OPORD/OPLAN
  - Planning Factors (ROA, Consumption, Historical Data)
  - Casualty Estimation
  - Doctrinal FMs/FMIs
- The AGS is adding rigor to the training of this core competency. It is critical to synchronizing the HR support envisioned with PSDR Transformation with decentralized operations below Division and centralized theater operations.



# FMI 1-0.02, *THEATER HR SUPPORT*

## COMPOSITION



- 8 Chapters
  - Ch 1: Intro to Theater HR Operations
  - Ch 2: Army/ASCC and HRSC Relationship
  - Ch 3: HR and Sustainment Relationship
  - Ch 4: Theater Postal Operations
  - Ch 5: Theater R5 Operations
  - Ch 6: Theater Casualty Operations
  - Ch 7: Theater PASR Operations
  - Ch 8: Early Entry Operations
- 2 Appendices
  - App A: EPS and Other HR Considerations
  - App B: RC Considerations



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# FMI 1-0.02, *THEATER HR SUPPORT*

## OVERVIEW



- Continues the themes of FM 1-0
- Expands FM 1-0 to TTP-level of detail for theater operations
- Intent: Get some background to new structures for basis of analysis
- Reflects other emerging doctrine – FM 3-0, FM 4-0
- Short duration lifecycle
  - Produced rapidly
  - Expires 2 years after publishing
  - Provides basis for Lessons Learned assessment and modification
- Complements FMI 1-0.01, *S-1 Operations*

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## **HR SUPPORT IN ARMY TRANSFORMATION**

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# RATIONALE FOR CHANGE

To strategically improve HR capability to support the Brigade-centric Modular Army to better conduct expeditionary and Joint Operations systemically from the Theater- to the Battalion-level with zero reduction of mission critical HR services to the Soldier and the Commander.



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# HR TRANSFORMATION

## CHARACTERISTICS



- HR Transformation provides modular, scalable, tailorable, and flexible HR organizations
- Empowers commanders to provide HR support for Soldiers with organic HR assets providing Soldiers specific support at BDE/BCT & BN S-1 Sections (PRM, PASR, PIM, EPS, HR Plans & Ops)
- Eliminates requirement to unplug personnel service capability from an external installation structure to support BDE/BCT deployments
- Maximizes use of web based systems, communications infrastructure and bandwidth to minimize footprint as well as hierarchy layers
- Addresses battlefield deficiencies involving casualty, R5, postal, and PASR operations in deployed theaters

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# HR TRANSFORMATION

## BACKGROUND



- Total Army Analysis 09 resourced Corps-Personnel Management Centers (PMCs) and started process of Personnel Transformation, Phase I (FDU 00-01).
- Personnel Transformation, Phase II (FDU 03-02) resulted in approval of Personnel Platoon, Personnel Company (Div), Personnel Company (Corps/Theater), and Personnel Battalion (Corps/Theater) designs. These designs were withdrawn as no longer relevant.
- FDU 05-02 continued the HR transformation by redesigning all existing SRC 12 units and creating new units which incorporates the success of PSDR at the BDE/BCT and Bn level and modular design at the Theater level.
- As part of a required update to the VCSA on HR Redesign and the pilot test in the 101<sup>st</sup> AASLT Division, **the VCSA approved PSDR on 6 May 2005**; FDU 05-02; and directed HR transformation coordination and implementation Army-wide.
- **As a result of the Modular Division redesign, the Division G-1 Section has been reduced in size.** Modular Force Review II adds some capability back to the Division G-1, particularly in the Plans and Operations core competency.

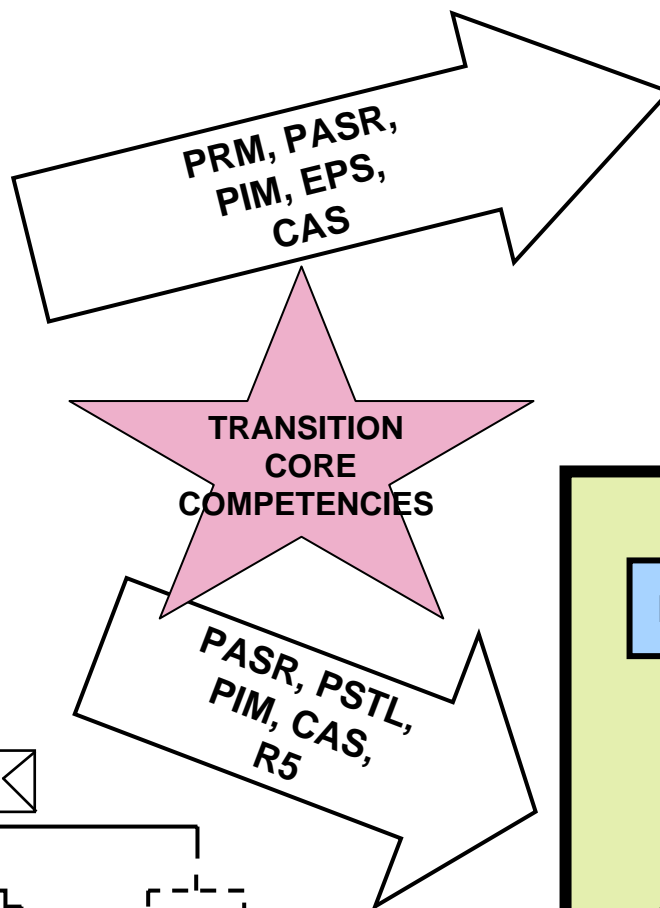
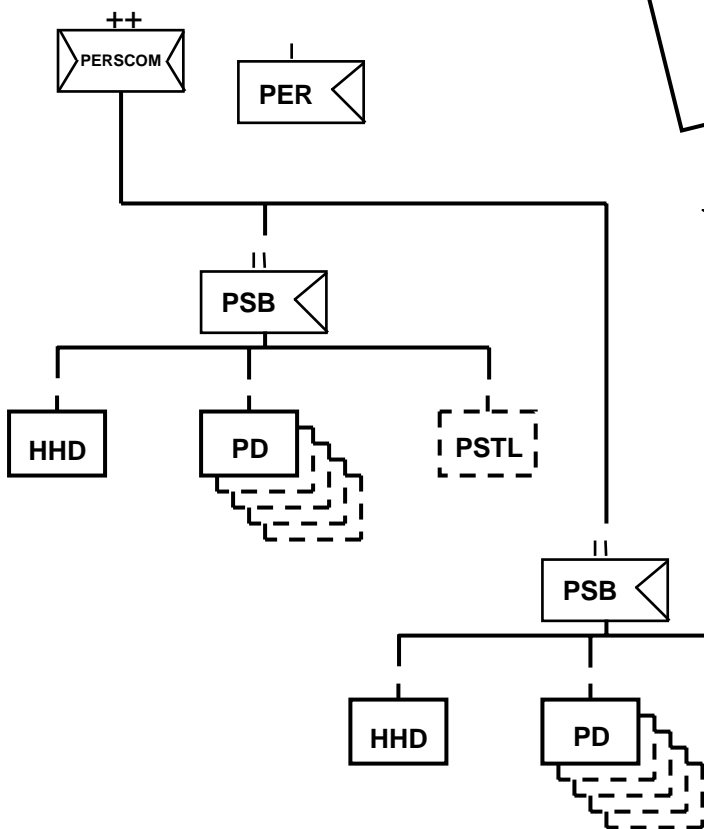
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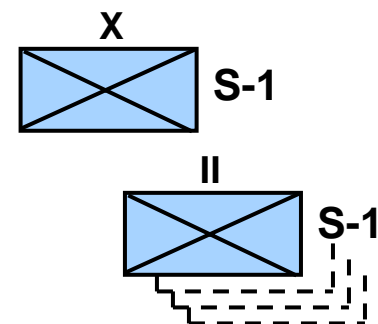
# CORE COMPETENCY MIGRATION



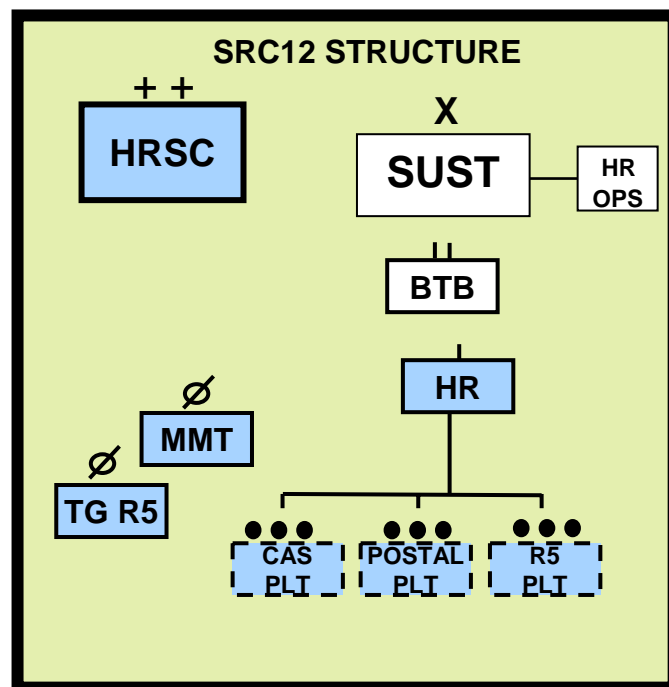
## LEGACY STRUCTURE



## PSDR STRUCTURE



## SRC12 STRUCTURE





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# PERSONNEL SERVICES DELIVERY REDESIGN

## OVERVIEW



- **Essential Personnel Services Support for the modular Army (BDE/BN S-1 Sections)**
  - ✓ **Commanders now have organic professionals; HR Officers at Bde/Bn**
    - Right skill sets, standard authorizations
    - Right systems, right equipment, right access to systems
  - ✓ **Commanders control quality and quantity of EPS**
  - ✓ **Eliminates need to unplug capability from an external structure to support BDE/BCT deployments**
  - ✓ **Migrates services/tasks from existing SRC12 structure (SSB/PSB) to S-1s**
- **Theater Level HR Support**
  - ✓ **Human Resources Sustainment Center (HRSC) provides theater-level planning/execution supervision and HR technical guidance (PASR, Postal, R5, Casualty, HR P&O) in support of Army/ASCC G-1 and the TSC Commander**
  - ✓ **Modular, scalable Postal, Casualty, and R5 support for theater-level operations, with ability to support deployed Army/ASCC G-1, Corps/Div G-1, and BCT's**
  - ✓ **Resources postal, casualty and R5 vice ad hoc design on battlefield**
- **Connectivity / Bandwidth integral element of new designs – without NIPR connectivity, HR systems do not operate...**
- **Supports the CSA's concept to develop modular, expeditionary BCTs**
  - ✓ **Embedded capability** without increasing footprint (much...18 pax in BCT)
  - ✓ **Perform same tasks in garrison & battlefield for assigned/attached Soldiers**

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# PSDR RULES-OF-THUMB



- HR SUPPORT IS NOW **S-1/G-1 CENTRIC**
  - RESOURCE PRIORITY TO S1 SECTIONS
  - DEVELOPMENTAL ASSIGNMENTS IN S-1 SECTIONS
- WHO PERFORMS THE TASK...
  - TASK PERFORMED DEPLOYED **AND** IN GARRISON: **S-1 SECTION**
  - TASK PERFORMED **ONLY** DEPLOYED: **SRC 12 HR STRUCTURE**
  - TASK PERFORMED ONLY IN **GARRISON**, WHICH INCLUDES TDA SOLDIERS: **MPD (IMA)**
- DO NOT CONFUSE STRENGTH MANAGEMENT FOR STRENGTH DISTRIBUTION – EITHER IS JUST AN ELEMENT OF **PERSONNEL READINESS MANAGEMENT (PRM)**

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# PSDR TASK MIGRATION

**Corps/Div  
G-1**

Strength Management  
Congressional Inquiry Mgmt

**Personnel Services Battalion**

**Soldier Support Battalion**

**Personnel Service Detachment**

## SPLIT FUNCTIONS

Military Personnel File Maintenance  
Promotion & Board Selections  
Evaluations  
Awards & Decorations  
ID cards - Soldiers  
Specialized Training Requests  
Management Actions  
Semi-centralized Promotions  
eMILPO/Database Admin

Non-PSDR  
Unit Support  
Functions

**IMA**

**Military Personnel Division**

## IMA CORE FUNCTIONS

Casualty & Memorial Affairs  
Line of Duty Mgmt  
Transition Services  
SRP Site Management  
Deployment Cycle Support  
Reassignment Processing  
Passports & Birth Registration  
In/out Processing  
Mob / Demob Mgmt  
Retirement Services  
PPA/eMILPO Database Mgmt  
Trainee/Student Services  
Family Travel  
TCS Orders  
Army Career & Alumni Program  
ID Cards/DEERS/RAPIDS

- \* MMRB Coordination/Mgmt
- \* Congressional Inquiry Management
- \* Military Personnel File Maintenance
- \* Promotion Pre-Board Process
- \* Deserter Control
- \* Soldier Actions/Applications
- \* Evaluation Processing
- \* Semi-centralized Promotions
- \* Strength Mgmt/Accounting
- \* Citizenship/Naturalization
- \* Awards & Decorations

PSDR Unit  
Manning &  
Functions

PASR  
PRM  
Awards  
Evaluations  
Utilization  
UCMJ Actions  
MWR Program  
Soldier Readiness  
Flagging Actions  
Casualty Liaison Tm  
R5 Operations  
WO/OCS Boards  
OIP  
Leave/Pass

## Unresolved Tasks

Replacement / Reception  
Rear Detachment Support  
Deployed HQ Unit Support  
OCONUS Postal

Functional migration path differs at each  
installation based on current configuration – end state  
consistent with PSDR.



# BDE/BCT S-1 SECTION

-- **CONCEPT:** The BDE/BCT S-1 Section is an existence based structure and is employed with the BCT to provide Essential Personnel Services (EPS), Personnel Accounting and Strength Reporting (PASR), Personnel Readiness Management (PRM), Personnel Information Management (PIM), Casualty Management, and HR Planning & Operations customer service as well as provide policy, procedure and training information and oversight to the BN S-1 Sections within the BDE/BCT. **The S-1 Section has all the necessary system accesses and permissions to enter data to or receive data from the top of the HR system (HRC and DFAS) without intermediate steps at the Corps/Div and Army/ASCC G-1s.**

-- **UNIT MISSIONS:** **To provide EPS, PASR, PRM, PIM, Casualty Management, and HR Plans and Ops to the BDE/BCT as directed by the BDE/BCT Commander** and defined by the Corps/Div and Army/ASCC G-1 and Army policy.

-- **REQUIRED CAPABILITIES:** Requires 100% mobility of the section. **Requires capability to communicate digitally via NIPR/SIPR and voice to subordinate S-1 sections, Sustainment Brigade, HR Ops Cell, HR companies, Casualty Liaison Teams, CONUS personnel, and the Corps/Div and Army/ASCC G-1.** Requires access to personnel and finance systems as well as necessary equipment to produce CAC Cards and ID Tags. Provide MWR support as necessary in the BDE/BCT AO.



# BCT/BDE S-1 SECTION

## TRANSITION OF HR COMBAT POWER

**LEGACY  
PRE-MODULAR  
BCT/BDE S-1**

**2/0/2 4**

O4 43A S-1  
O3 O1A A/S-1  
E7 42A SR HR SGT  
E4 42A HR SPC

**MODULAR  
BCT/BDE S-1**

**1/1/5 7**

O4 43A S-1  
W2 420A PER TECH  
E7 42A SR HR SGT  
E6 42A HR NCO  
E5 42A HR NCO  
E4 42A HR SPC(x2)

**ONLY  
MODULAR  
BDE/BCT**

+

**PSDR  
ADDITIONS**

**1/0/5 6**

O2 42B  
E8 42A  
E5 42A  
E5 42F  
E4 42A  
E4 42F

**RESULTS  
OF PSDR  
PILOT @  
FCKY**

=

**2/1/10 13**

**DISCREET  
BCT/BDE S-1**

O4 42H S-1  
O2 42B STR MGR  
W2 420A PER TECH  
E8 42A SR HR SGT  
E6 42A HR NCO (X2)  
E5 42A HR NCO (X2)  
E5 42F HR NCO  
E4 42A HR SPC(x3)  
E4 42F HR SPC



# BDE S-1 SECTION

2/1/10 13

-HR PLANNING  
& OPNS

## SECTION HQs

S-1 – 42H O4  
HR TECH – 420A CW2  
SR HR NCO – 42A50

1/1/1 3

-PRM  
-PASR  
-PIM  
-R5

## PERSONNEL READINESS TM

A/S-1 (STRENGTH MNGR) – 42B O1  
HR NCO – 42A30  
HR AUTOMATION NCO - 42F20  
HR SPC - 42A10

1/0/3 4

-EPS  
-POSTAL  
-CASUALTY  
-MWR

## PERSONNEL SERVICES TM

HR NCO – 42A30  
HR NCO (X2) - 42A20  
HR AUTOMATION SPC - 42F10  
HR SPC (X2) - 42A10

0/0/6 6

-DOCTRINAL ORGANIZATION  
-SUPPORTS SPLIT-BASED OPNS  
-SR LDR OVERSIGHT ON BOTH TMs

CORE COMPETENCIES

32  
ENHANCED RESPONSIBILITY





# PSDR IN THEATER OPERATIONS

- Consolidate R5 (Reception, Replacement, RTD, Rest and Recuperation, Redeployment), Casualty and Postal core competencies in SRC12 structure
- Enhance Theater-level PASR core competency to reflect efficient deployed theater database management (DTAS)
- **Human Resources Sustainment Center (HRSC) critical enabler**, provides theater-level planning/execution supervision, technical guidance in support of the Army/ASCC G-1 and Theater Sustainment Command (TSC) Commander
- **HR Company is the building block structure** – modular, scalable
  - Company HQs is 32 pax – commanded by a Major
  - Specialized platoons (R5, Postal, Casualty) and Plans and Opns Teams (R5, Postal) added as required for mission
- HR Companies assigned to Sustainment BDE (BTB, CSSB)
- Theater Gateway R5 (TG R5) and Military Mail Terminal (MMT) Teams
  - LTC-led organizations which oversee critical theater MMT and TG R5 Opns
  - Supported by HR Companies

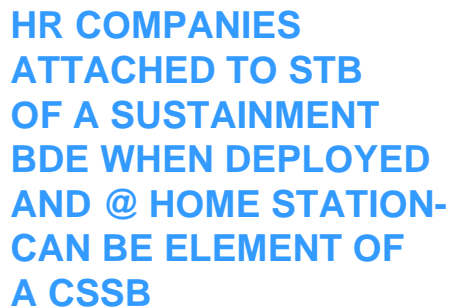
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## THEATER HR RELATIONSHIPS

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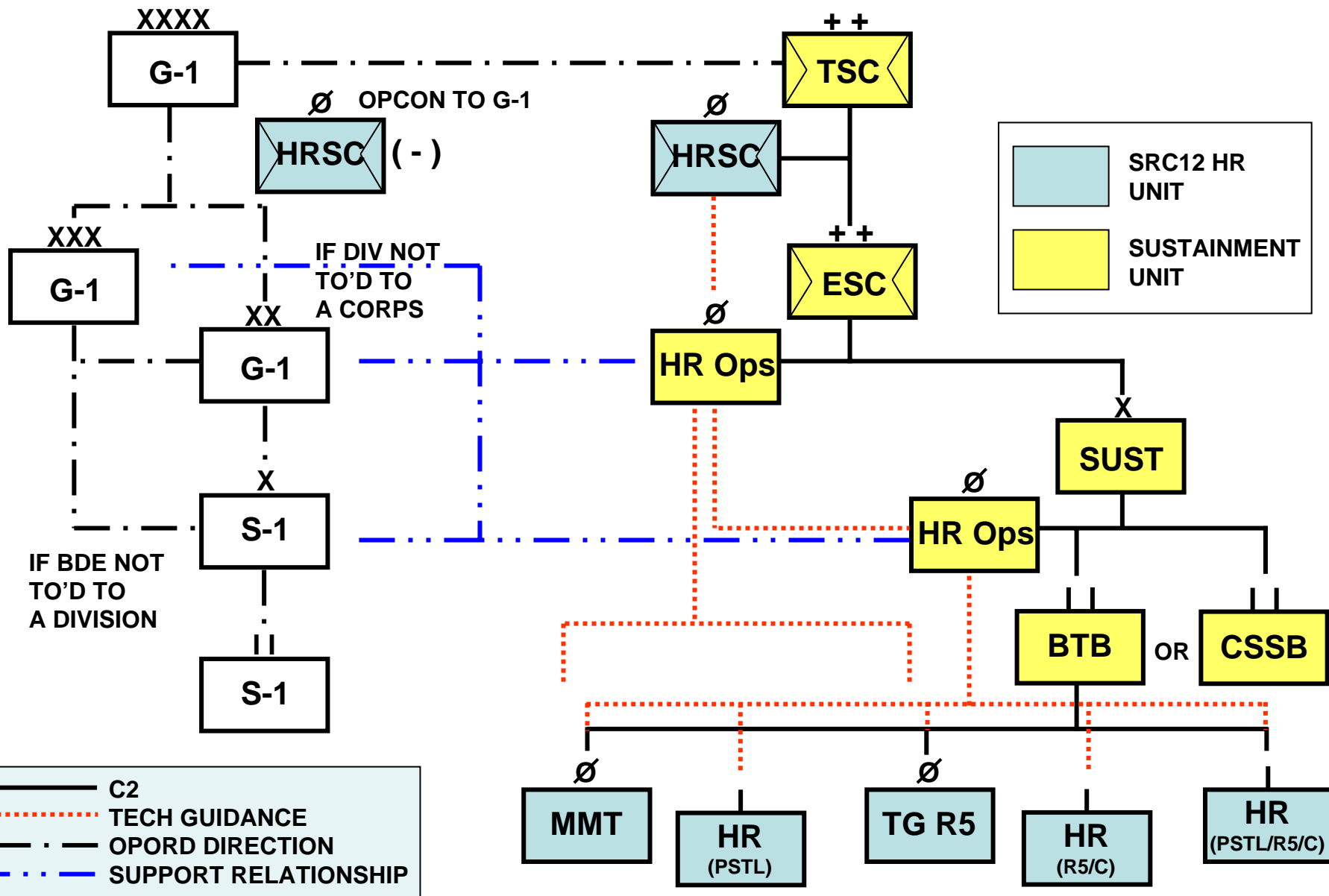
**BIRMINGHAM (USARSO/USARNO)(AR HRSC)**





# HR / SUSTAINMENT STRUCTURE RELATIONSHIP

## C2 / DIRECTION / TECHNICAL GUIDANCE



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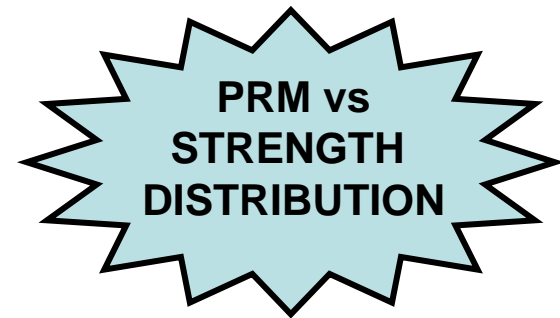
## **THEATER HR ORGANIZATIONS (NON SRC 12)**

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# ARMY/ASCC G-1

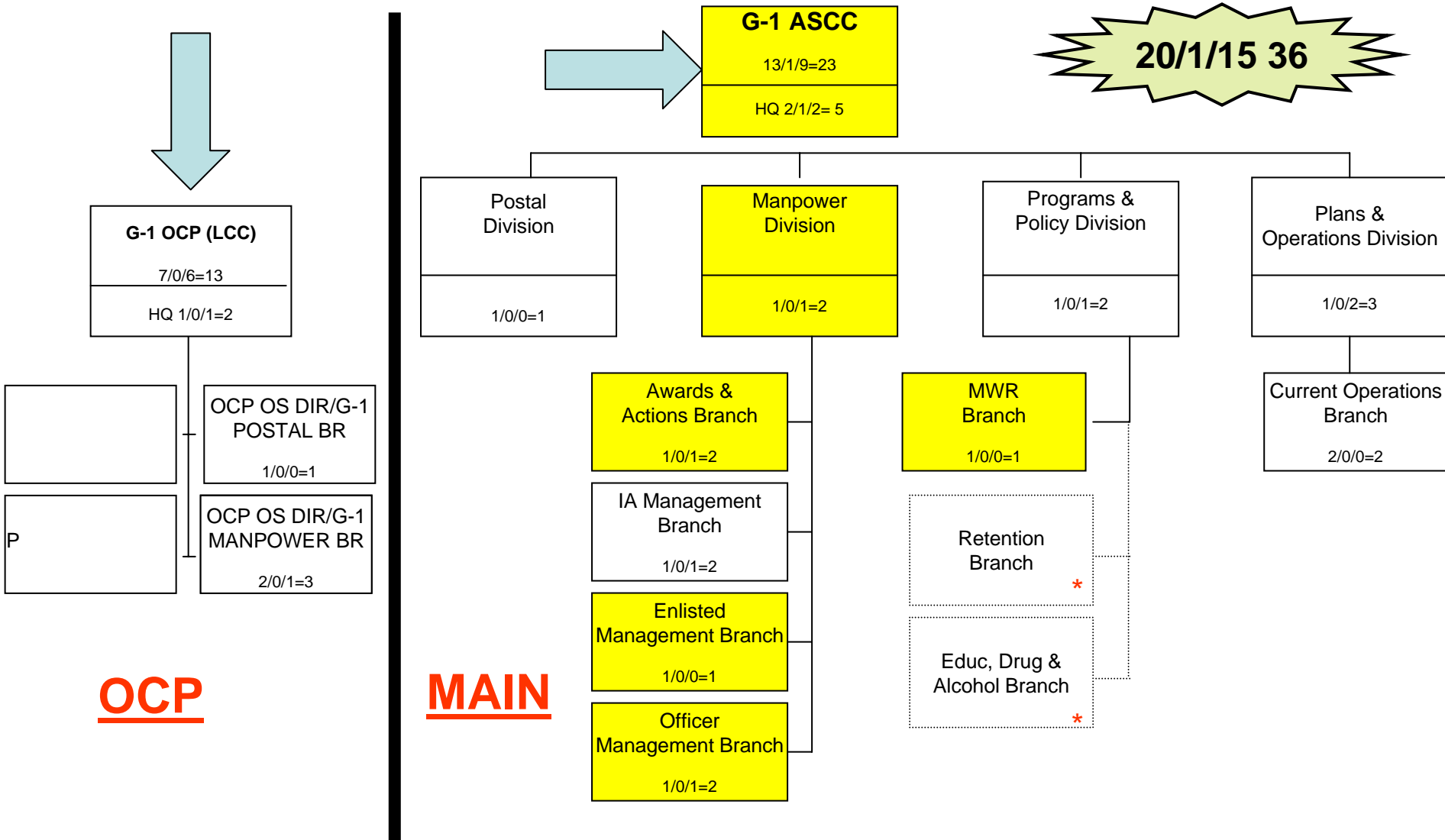
- G-1 is an element of the Operational Sustainment Directorate of the Army/ASCC HQs
- 36 personnel split between:
  - Operational Command Post (Land Component Cdr)
  - ASCC Main Command Post
- Major Divisions:
  - Manpower
  - Postal
  - Programs and Policy
  - Plans and Operations
- Receives support from the Human Resources Sustainment Center (HRSC) for:
  - PASR Theater Database
  - Casualty Operations Center (Deployed Casualty Area Command-CAC)
- Individual augmentation when deployed viable manpower option according to Combined Arms Center (CAC) – harder to support...





# ARMY/ASCC G-1

## OPERATIONAL SUSTAINMENT DIRECTORATE



**NOTE:** 7 additional positions are on the Joint Manning Document (JMD):  
2-Postal Div; 4-Manpower Div; 1-Programs & Policy Div

\* Not counted in total requirement



# CORPS/DIVISION G-1

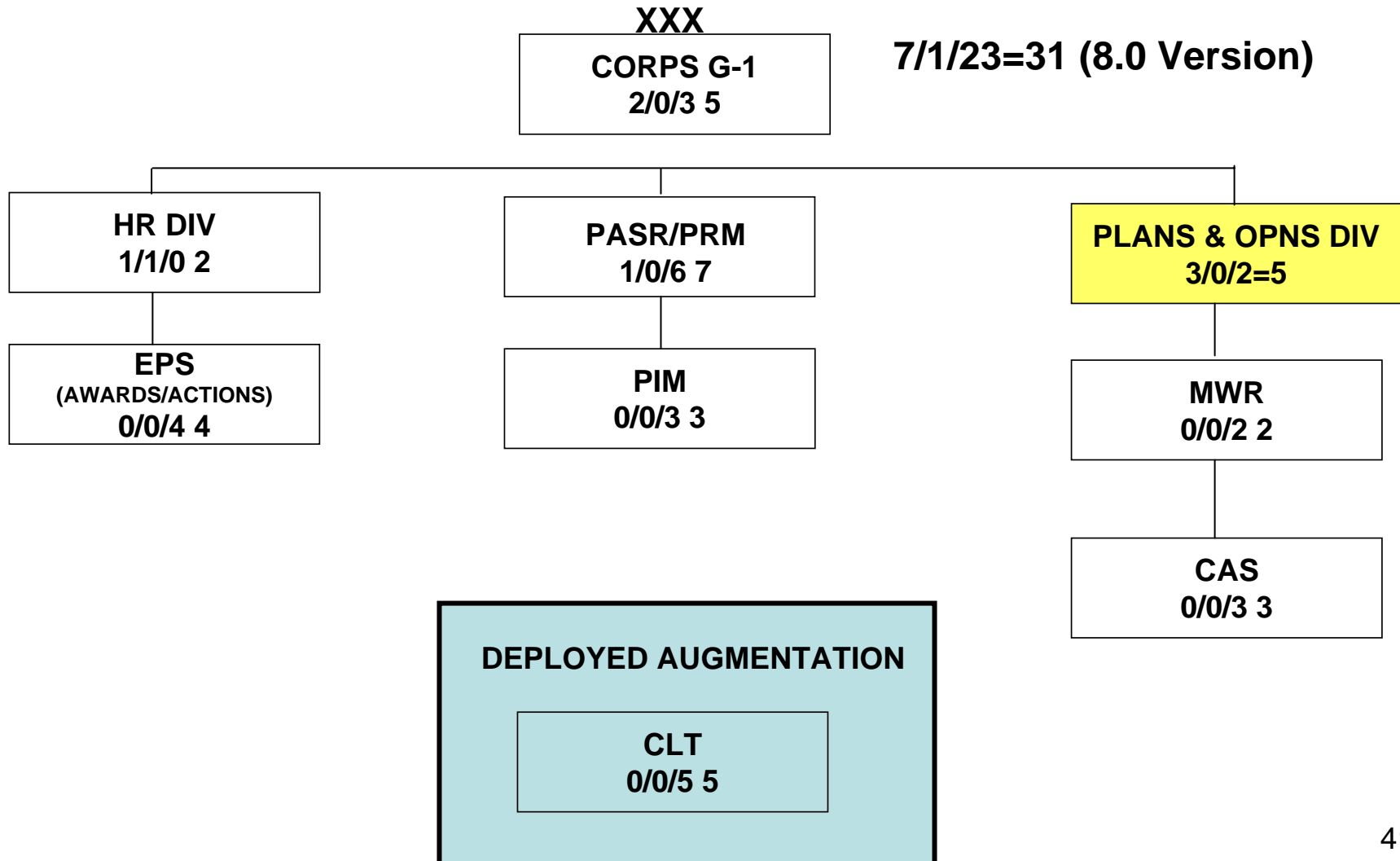
- Corps/Division G-1 intent was same number personnel, slight change in grade structure to accommodate standards of grade
- MFR II changes this condition
  - Corps G-1 has 31 pax (G-1 a COL)
  - Division G-1 has 28 pax (G-1 a LTC)
  - Monitors PRM through PASR systems and acts, in conjunction with HRC, to remedy imbalances or operational shortcomings by exception
- Receives 5-man CLT when deployed to perform Casualty tracking/ verification – facilitates plugging into Theater casualty tracking/reporting
- Major Divisions:
  - HR (Casualty, EPS (awards/actions))
  - PASR/PRM and PIM
  - Plans and Operations
  - MWR
- No G-1 representation in TAC CP
- Interacts with Sustainment Bde HR Ops Cell in the SPO office to coordinate required HR Company (Postal) and R5 support





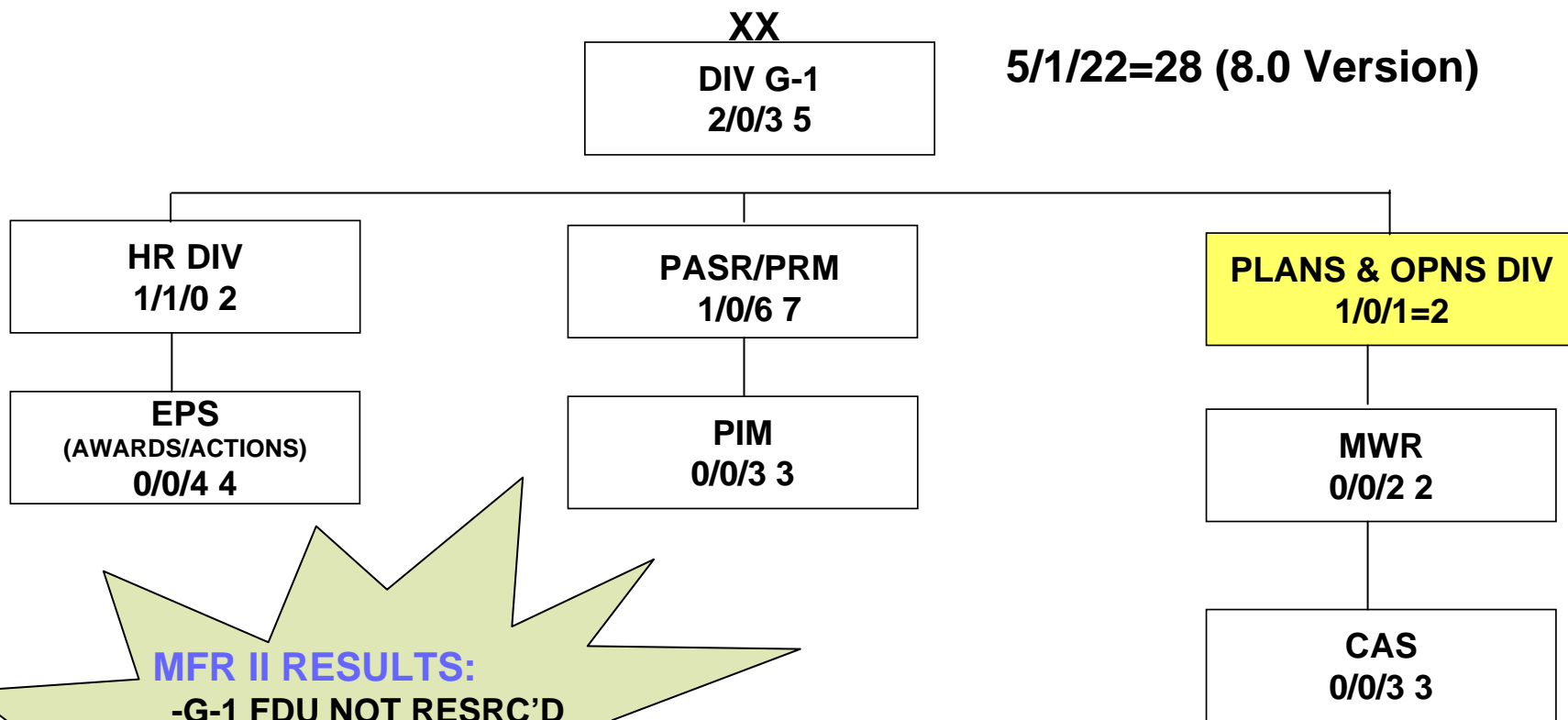


# CORPS G-1





# DIVISION G-1



## MFR II RESULTS:

- G-1 FDU NOT RESRC'D
- PL/OPS 2 PAX, NOT 5
- DO GET 2D MAJ
- ADDS A 3D MAJ AS G-1 PLNR IN G-3

## DEPLOYED AUGMENTATION

**CLT**  
**0/0/5 5**

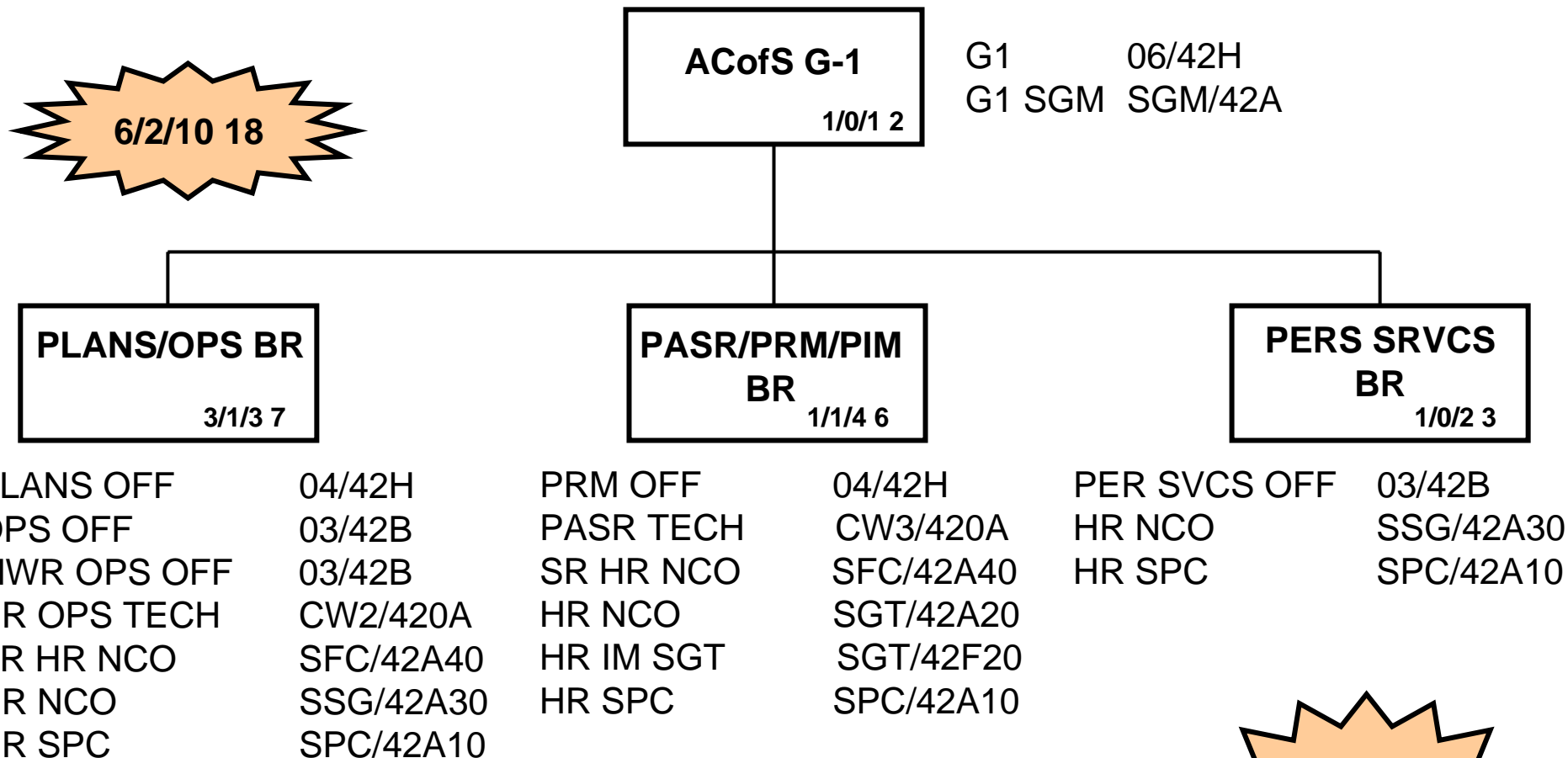


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# TSC G-1 SECTION - PROPOSED

OTOE SRC 63702G000



**EPS SPT BY  
TSC STBn  
S1 SECT**

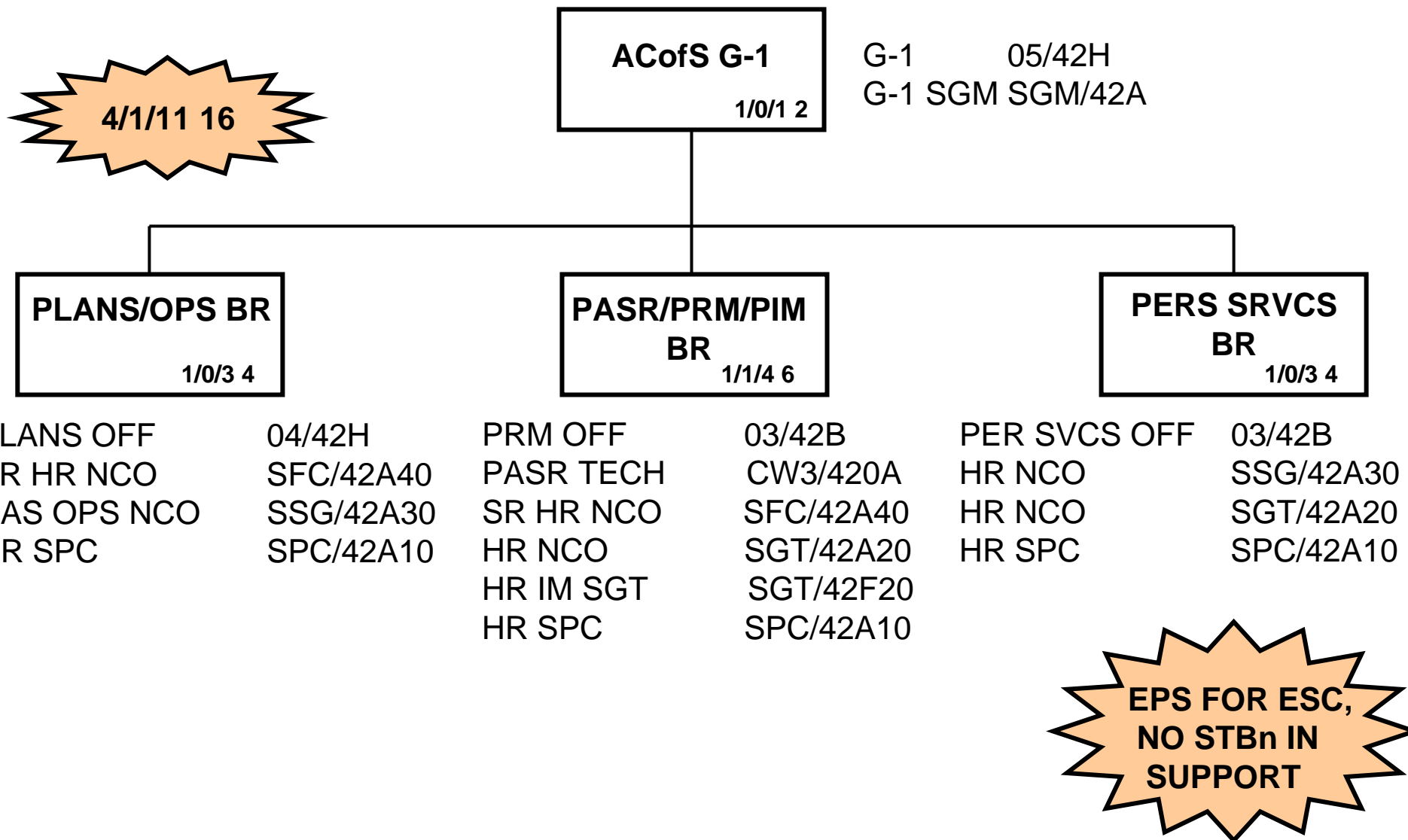
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# ESC G-1 SECTION- PROPOSED

OTOE SRC 63702G100





# HR OPS SECTION (BRANCH)

## ESC – SPO

### HR OPS SECT STRUCTURE:

(4/1/7 12)

- HR OPS OFF (O5)
- HR PLANS OFF (O4)
- R5/CAS OPS OFF (O3)
- PSTL OPS OFF (O3)
- HR INFO SYS OFF (CW3 420A)
- SR OPS NCO (42A 42A50)
- HR OPS NCO (42A40)
- PSTL OPS NCO (42A40)
- R5/CAS OPS NCO (42A40)
- HR OPS SGT (42A20)
- HR OPS SGT (42A20)
- HR INFO SYS SGT (42F20)

- **MISSION:** As an element of the ESC DMC; coordinate, integrate and synchronize the activities of subordinate HR units in the deployed theater (attached to Sustainment Bdes) to ensure they are resourced, positioned, and properly allocated to provide required R5, PSTL, CAS support to the supported population
- Interface with HRSC/ASCC G1 to ensure supported priorities are resourced appropriately
- Provide technical guidance for Sustainment Bde HR Ops Cells and MMT Tms and TG R5 Tms subordinate to the ESC
- Fulfill HR supported to supporting relationship with Division G-1s and Brigade/BCT S-1s in the ESC AO

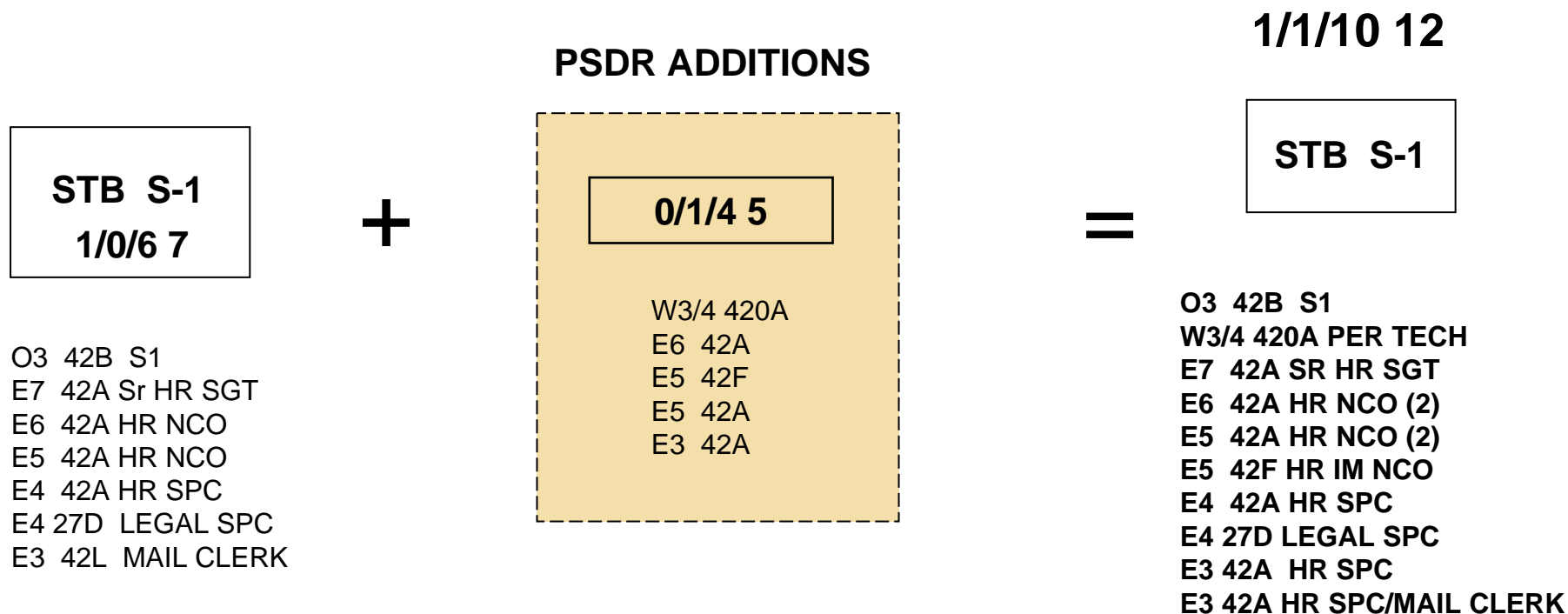


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# STB S-1 SECTION

## DIV/CORPS/ARMY/TSC



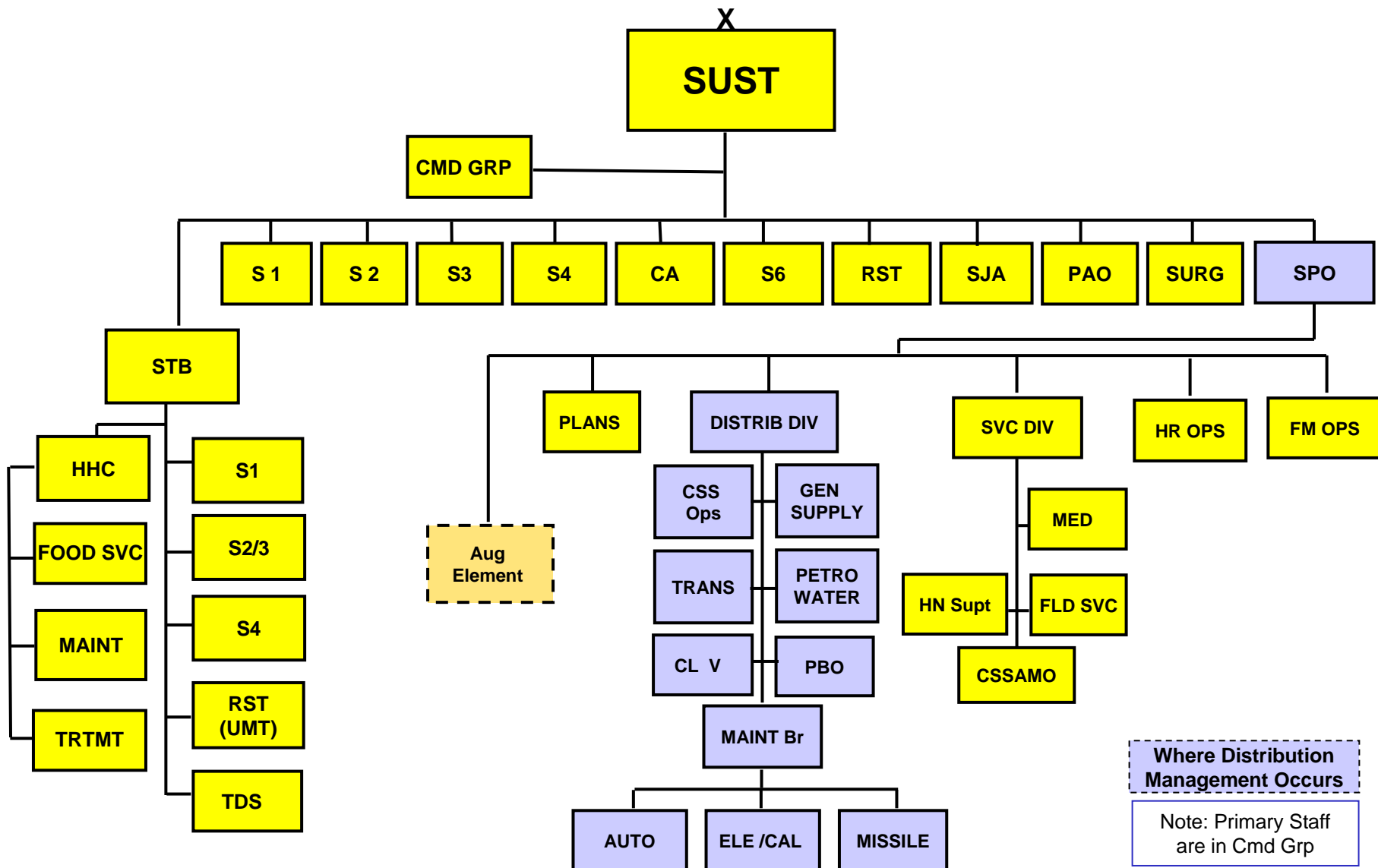
**STBn provide C2  
For Div/Corps/Army  
And TSC HQs troops**

**-Provides Bde S-1-- type support  
-Bde S-1 accesses/systems  
-PRM/PASR/EPS**

UNCLASSIFIED

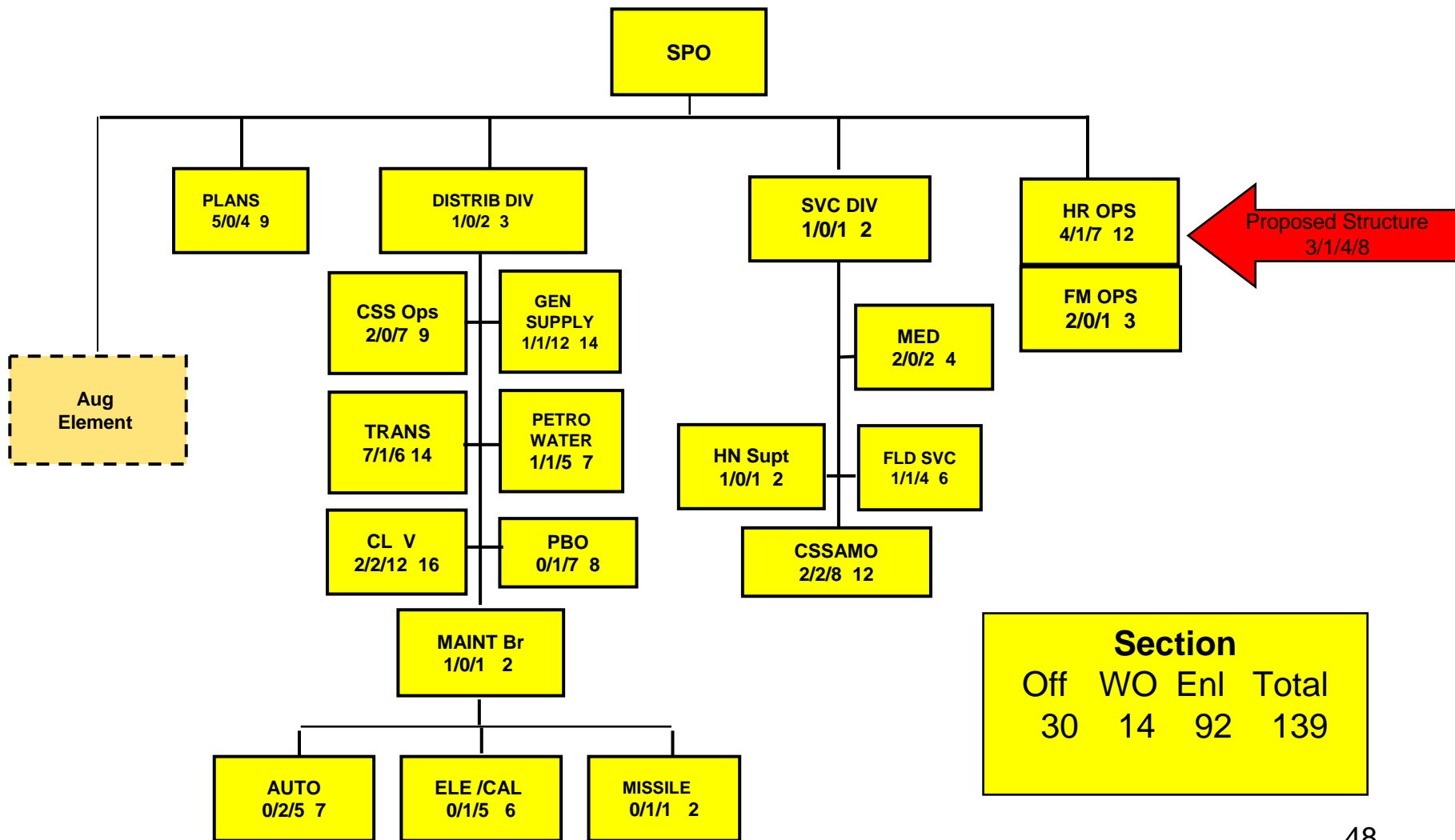


# SUSTAINMENT BRIGADE





# SUSTAINMENT BRIGADE SPO







# SUSTAINMENT BDE STB (BTB) S-1 SECTION

**BTB  
BN S-1  
1/0/5 6**

+

**BN S-1  
TEAM  
0/0/2 2**

=

**BTB  
BN S-1  
1/0/7 8**

O3 42B S1  
E7 42A SR HR SGT  
E6 27D LEGAL SGT  
E5 42A HR NCO  
E5 42A HR NCO  
E4 42A HR SPC

E5 42A  
E3 42A

O3 42A S1  
E7 42A SR HR SGT  
E5 42A HR NCO (3)  
E6 27D LEGAL SGT  
E4 42A HR SPC  
E3 42A HR SPC

**OTOE 63402G2A0**

**STANDARD  
BTB PLUG  
FDU 05-02**



# HR OPS SECTION (BRANCH)

## SUSTAINMENT BDE SPO

### HR OPS CELL STRUCTURE:

(3/1/4 8)

- OPS OFF (O4)
- PLANS/OPS OFF (O3)
- R5/PSTL OFF (O3)
- HR TECH (CW2 420A)
- SR HR OPS NCO (42A50)
- R5 OPS NCO (42A40)
- PSTL OPS NCO (42A30)
- INFO SYS NCO (42A30)

- MISSION: As an element of the Sustainment Bde SPO, plan, integrate and synchronize the activities of HR units in the Sustainment Bde AO to ensure they are resourced, positioned, and properly allocated to provide required R5, PSTL, CAS support to the supported population
- Ensure Supported G1 and Sustainment Bde Cdr HR priorities are enforced
- Provide technical guidance to subordinate HR Companies, Platoons and Teams
- Fulfill HR supported to supporting relationship with Division G-1 and Brigade/BCT S-1s in the Sustainment Bde AO

# **U. S. Army Soldier Support Institute**

## **THEATER HR ORGANIZATIONS (SRC 12)**

 Adjutant General School 



# HUMAN RESOURCES SUSTAINMENT CENTER (HRSC)



# Human Resources Sustainment Center

## (HRSC)



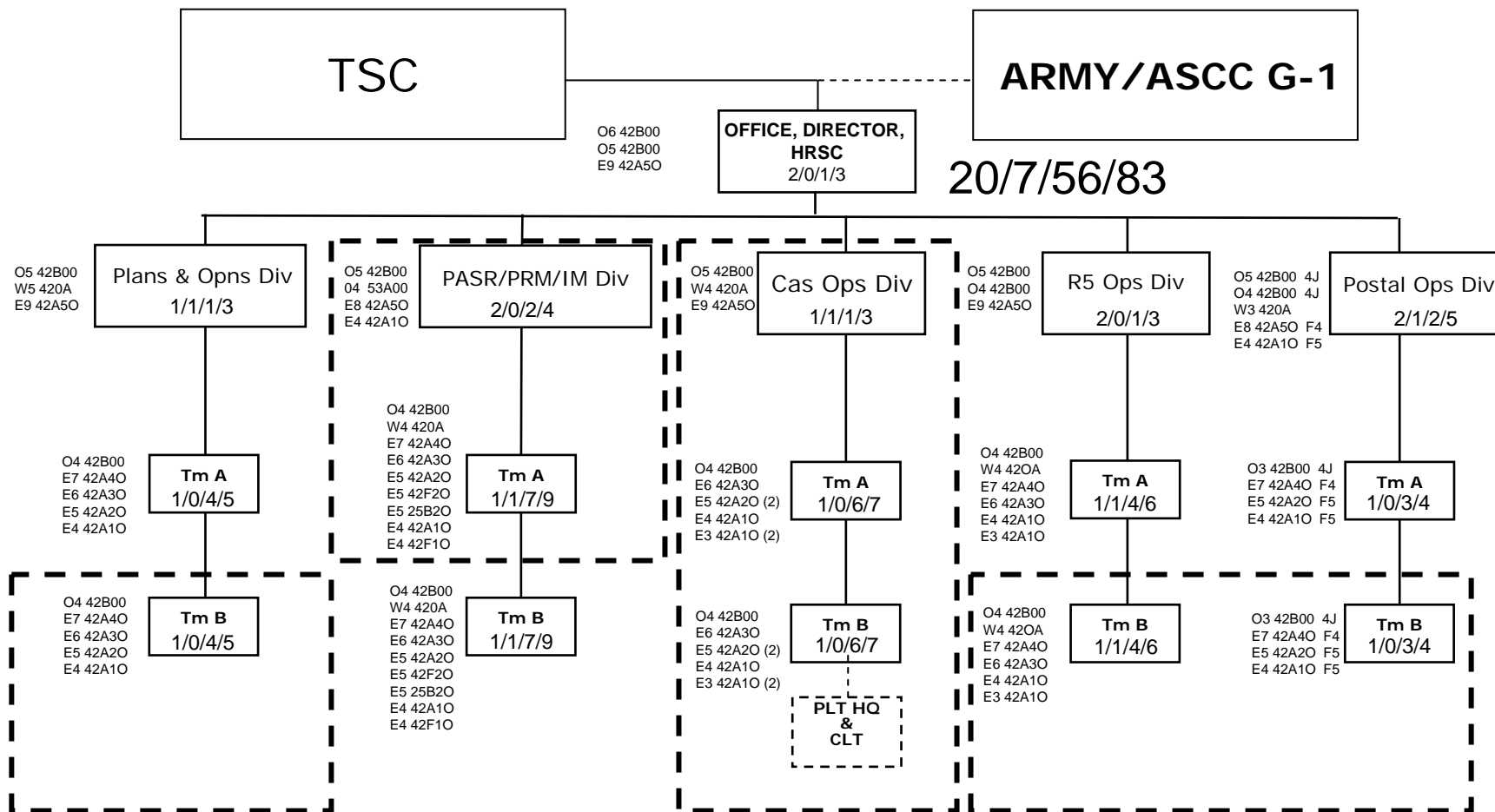
-- **CONCEPT:** The Human Resources Sustainment Center (HRSC) is deployed to the JOA to support the Army/ASCC with HR support as directed by the Theater Support Command (TSC) Commander/ASCC G-1. The HRSC will be required to conduct split-based operations and an increase in its mobility capability is required to allow it to support both the TSC Distribution Management Center (DMC) and the Army/ASCC G-1. The HRSC provides technical support to the TSC SPO/DMC and the Army/ASCC G-1 and technical guidance to the HR Ops Cells in the Expeditionary Sustainment Commands (ESC) and Sustainment Brigades, and subordinate G-1s. The HRSC Casualty Ops Div will establish a deployed theater Casualty Area Command (CAC) under the control of the Army/ASCC G-1.

-- **UNIT MISSIONS:** To provide theater-level HR support to the Army/ASCC G-1 and the TSC to plan, integrate, and coordinate HR support to the theater. The modular design of the HRSC further recognizes the requirement to provide support to the Army/ASCC G-1 which establishes HR support requirements, priorities, and policies for the theater and the TSC SPO/DMC which is responsible for providing the HR support, especially in the areas of postal, R5 operations, and PASR support.

-- **REQUIRED CAPABILITIES:** On order, deploy to the theater of operations to support the Army/ASCC with HR support as directed by TSC Commander and the Army/ASCC G-1. Provide oversight of all casualty reporting within the theater of operations and provide technical support to Postal, R5 and Casualty units as well as provide HR technical guidance to G-1s and S-1s as needed. Requires 50% mobility. Requires capability to communicate digitally via NIPR/SIPR and voice to all personnel elements in the theater, HRC, logistical support elements, and other branches of service.



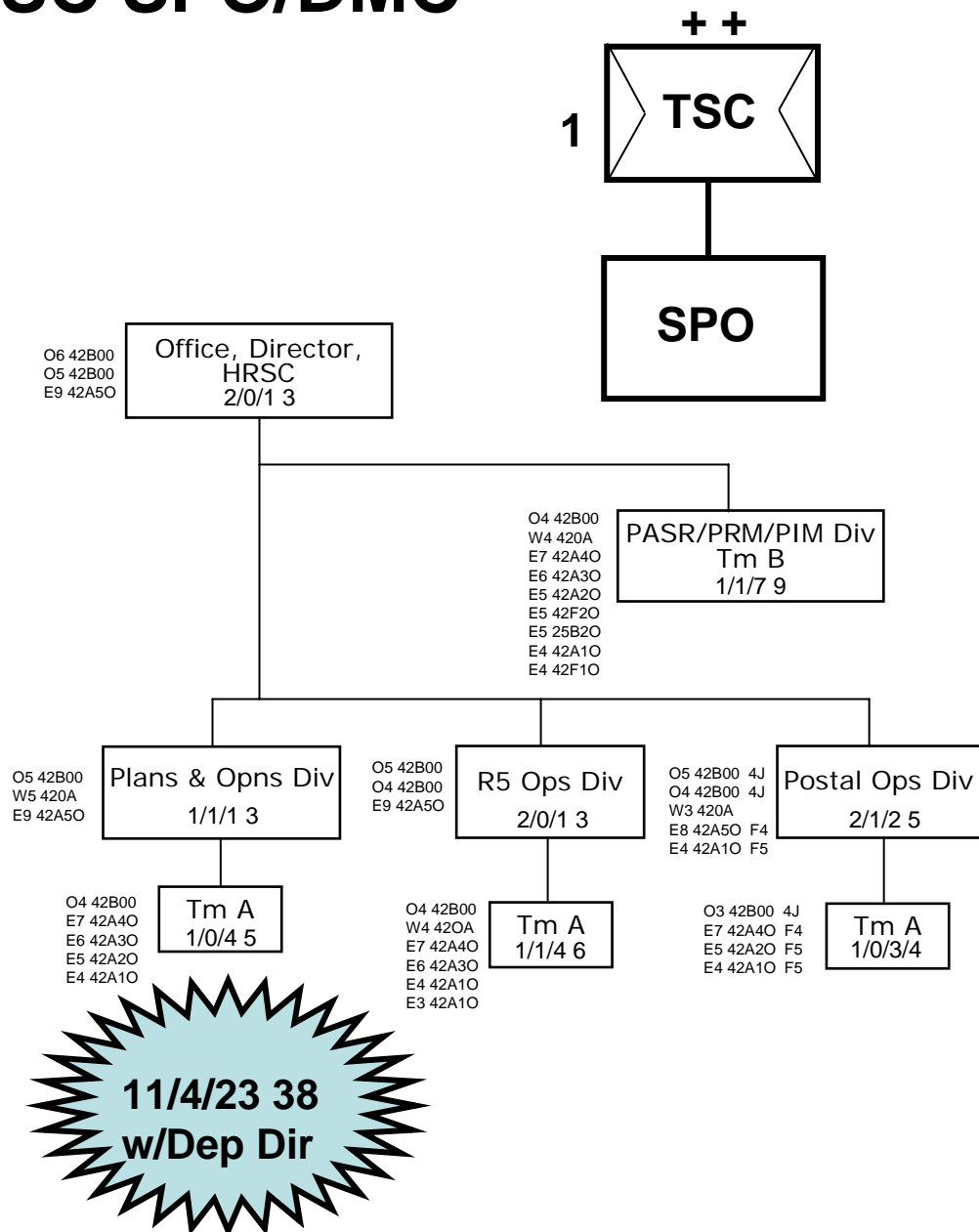
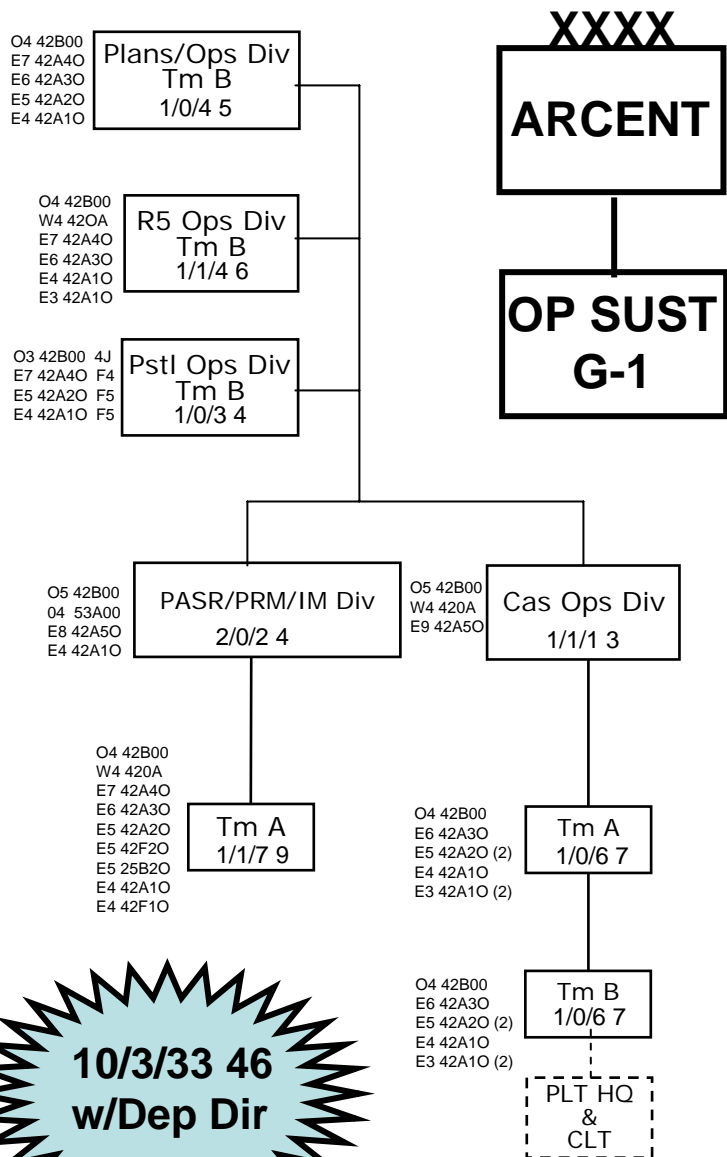
# HUMAN RESOURCE SUSTAINMENT CENTER (HRSC)



ROA: 1 PER TSC

-REGIONAL ORIENTATION  
-4 HRSCs: 2 AC (USARPAC, ARCENT)  
2 RC (USAREUR, USARSO/USARNO)

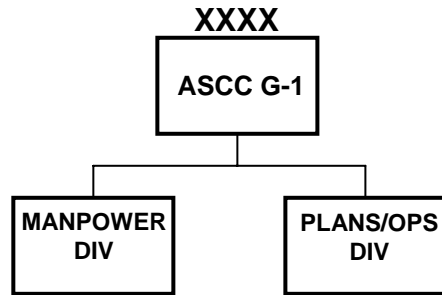
# HRSC SUPPORT TO ARMY/ASCC G-1 AND TSC SPO/DMC



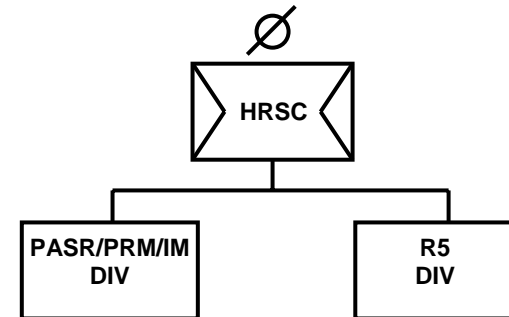
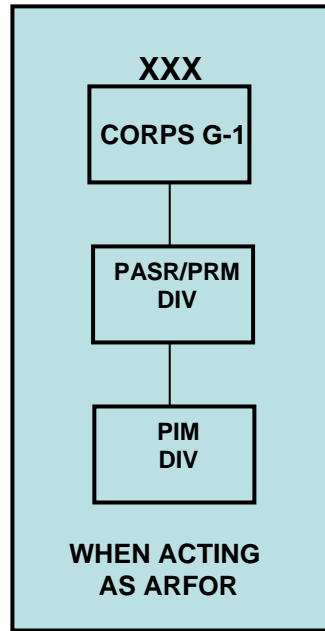


# PASR CORE COMPETENCY

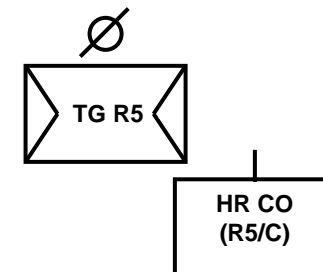
## ROLES AND RESPONSIBILITIES



- MANAGE PASR SYSTEM
- DEVELOP PASR POLICY
- PROVIDE PASR TECHNICAL GUIDANCE
- COORDINATE EXTERNAL REQTS
- ESTABLISH/MONITOR DTAS DATABASE
- INTEGRATE THEATER PASR NETWORK



- SPT ARFOR G-1 TO ESTABLISH DTAS DATABASE
- PROVIDE DTAS SERVER
- SYNCHRONIZE PASR DATA
- TRACK T.O. CHANGES WHICH IMPACT PASR
- ENSURE DTAS DATA INTEGRATION
- ENSURE ALL ARRIVING/DEPARTING PERSONNEL NOTED IN DTAS



- ENTER/DEPART INDIVIDUALS AND UNITS IN DTAS DATABASE
- CONDUCT DTAS DATA INTEGRATION W/ALL TRANSITING UNITS
- ASSIST ESTABLISHMENT DTAS DATABASE





# HR COMPANY HEADQUARTERS



# HR COMPANY HEADQUARTERS

-- **CONCEPT:** The HR Company Headquarters is an existence and workload based command and control organization **employed with 2-6 Postal, R5 or Casualty platoons with either a Postal Plans and Ops Team, R5 Plans and Ops Team, or both.** The HR Company can be employed in a Corps/Div or Army/ASCC in area support and attached to a Military Mail Terminal (MMT) Team or Theater Gateway R5 Team. The HR Company HQs may be located at the APOD and in the Corps/Division AOR as directed by the HRSC. The HR Company falls under the STB (BTB) or CSSB of the Sustainment Brigade for all administrative support. It receives technical guidance from the R5, Postal or Casualty Ops Div of the HRSC, the HR Ops Cell of the ESC SPO/DMC, and planning guidance from the Sustainment Brigade SPO HR Ops Cell.

-- **UNIT MISSIONS:** Provides command and control and technical support to all assigned or attached platoons and teams (R5, Casualty and/or Postal).

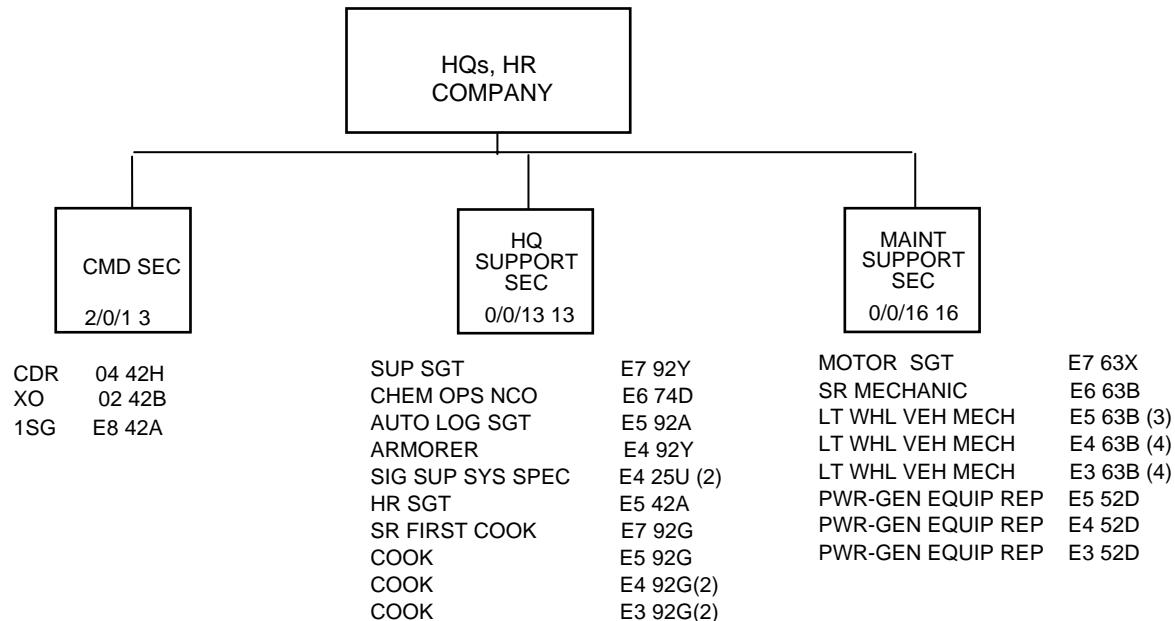
-- **REQUIRED CAPABILITIES:** On order, deploy to an area of operation and provide command and control for postal, R5 and/or casualty platoons with R5 and/or postal plans and operations teams. Requires 50% mobility for the company. Requires capability to communicate digitally via NIPR/SIPR and voice to elements of attached platoons, BTB/CSSB, Sustainment Brigade HR Ops Cell (SPO), G-1 and S-1 sections, transportation and other sustainment and joint elements.



# HR COMPANY HEADQUARTERS

**2/0/30 32**

**MISSION:** Provide C2 of all assigned or attached specialized HR teams or platoons.

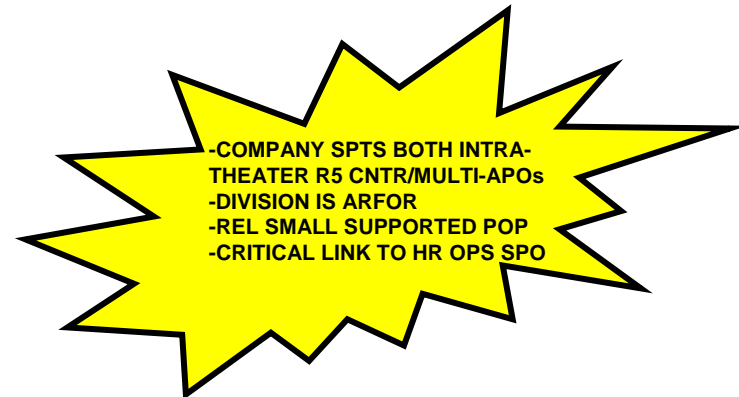


## CAPABILITIES

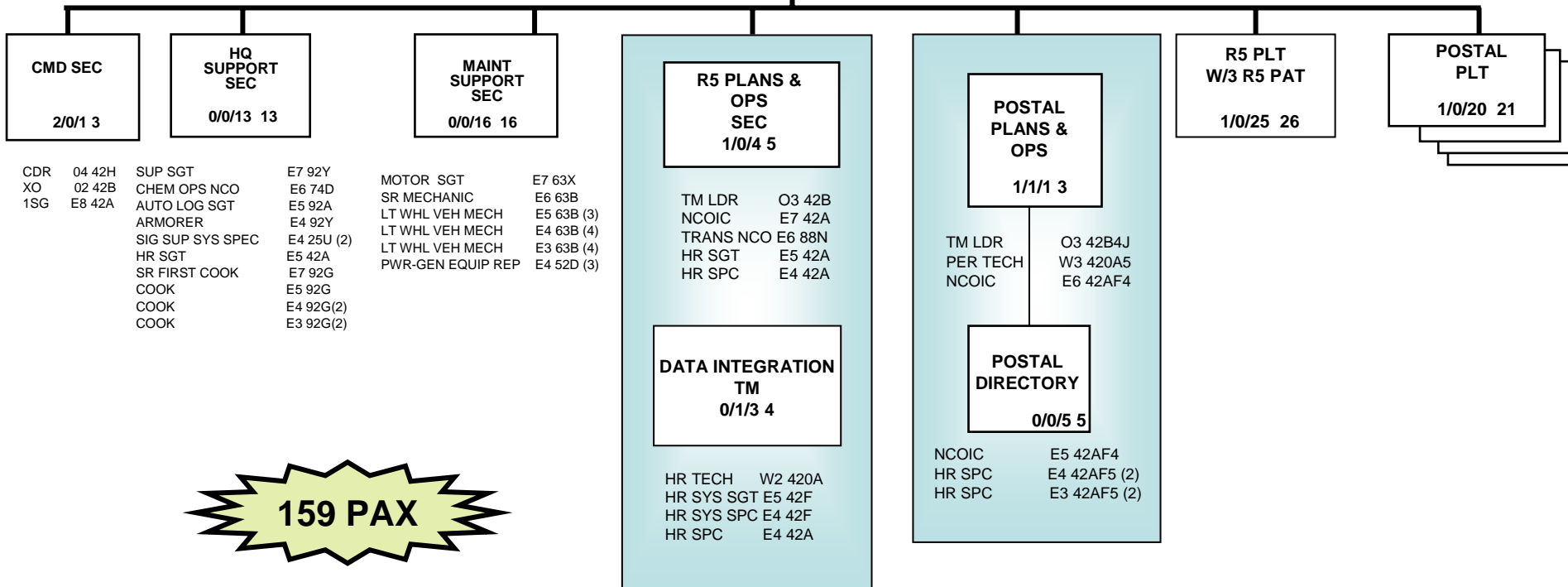
Existence and workload based command and control organization employed with 2-6 postal, R5, or casualty platoons, and either a Postal or R5 Plans and Operations Team (or both with 1 or more of both R5 and postal platoons are attached). Capable of employing independently to support smaller force.

# HR COMPANY (POSTAL/R5)

## (SMALL THEATER W/DIV –LEVEL ARFOR)



**HR  
COMPANY  
(R5-C)**





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# THEATER POSTAL OPERATIONS

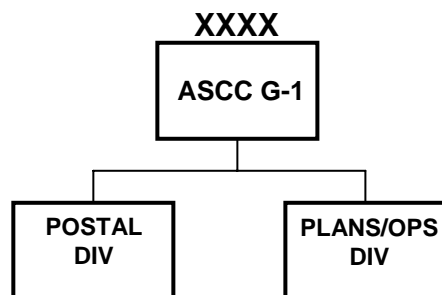
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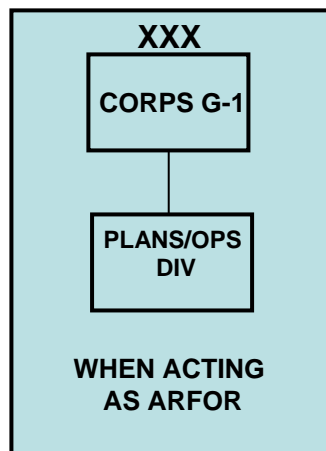
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# POSTAL CORE COMPETENCY

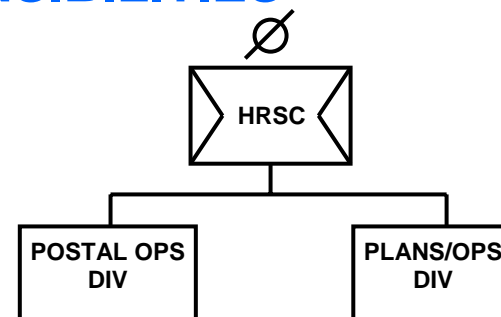
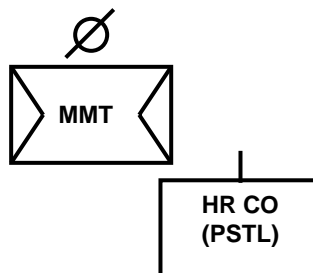
## ROLES AND RESPONSIBILITIES



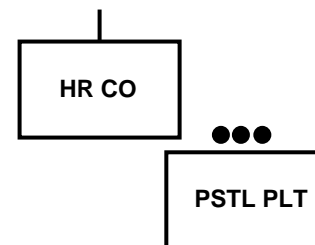
- MANAGE THEATER POSTAL SYSTEM
- DEVELOP POSTAL POLICY
- ENSURE SUFFICIENT POSTAL FORCE STRUCTURE AVAILABLE
- CONDUCT THEATER POSTAL PLANNING
- DIRECT ESTABLISHMENT OF THEATER MMTs AS REQUIRED
- REQUEST CONTINGENCY APO ACTIVATION



- ESTABLISH MMT
- CONTROL MAIL MOVEMENT IN AOR
- COORDINATE W/JOINT AND SUSTAINMENT NODES FOR SUPPORT
- DISTRIBUTE MAIL TO HR COs (PSTL)
- CONSOLIDATE RETROGRADE MAIL
- PROCESS CASUALTY MAIL



- DETERMINE POSTAL STRUCTURE REQUIRED TO SUPPORT THEATER MSN
- PROVIDE POSTAL TECHNICAL GUIDANCE
- ESTABLISH AOR LOCATOR/REDIRECT SERVICES
- IMPLEMENT POSTAL POLICY
- PROVIDE ROUTING INFO TO JMPA
- CONDUCT POSTAL INSPECTIONS
- DISTRIBUTE POSTAL PLTs/HR Cos (PSTL)



- ESTABLISH APO AS DIRECTED
- PROVIDE POSTAL FINANCE AREA SUPPORT
- MANAGE REDIRECT MAIL
- PROCESS RETROGRADE MAIL

UNCLASSIFIED



# MILITARY MAIL TERMINAL TEAM

-- **CONCEPT:** The MMT team is an existence based organization employed in the Theater Opening Mission to establish the JMMT or MMT in the Port area with the augmentation of an HR-Postal Company. As the Theater matures, on order, the MMT Team and the augmenting HR-Postal Company will transition to the Theater Distribution Mission. The MMT team receives technical guidance from the Postal Operations Division of the HRSC and the HR Ops Cell of the ESC and Theater Opening Sustainment Brigade. Operational guidance and directives come from the TSC. The MMT does not have command and control over the HR-Postal Company, but does have overall control of the JMMT or MMT and provides all technical direction to the HR-Postal Commander operating at the JMMT or MMT. The MMT is located in the STB (BTB) of the Sustainment BDE.

-- **UNIT MISSIONS:** To provide postal support to a Theater of Operations by coordinating, receiving and processing incoming mail as well as dispatching mail to CONUS.

-- **REQUIRED CAPABILITIES:** On order, deploy with a supporting HR-Postal Company to an area of operations and establish a Joint Military Mail Terminal in conjunction with other services or an MMT in a single service environment. Provides integrated, accurate and timely processing of all mail arriving to the deployed theater. Requires 50% mobility of the team less materiel handling equipment (MHE) which requires supplemental transportation if the MMT is not collocated with an APOD or SPOD. Requires capability to communicate digitally via NIPR/SIPR and voice to postal elements and other branches of service.



# MILITARY MAIL TERMINAL

## SUST BDE W/TO MISSION



### MILITARY MAIL TERMINAL (MMT) TEAM

2/1/15 18

MMT TM HQS

2/0/3 5

O5 42H00 DIRECTOR  
O4 42H00 DEP DIRECTOR  
E9 42A50 TM SGM  
E5 63X20 MECH  
E4 63X10 MECH

OPS SEC

0/1/2 3

POSTAL  
SQUAD A

0/0/5 5

POSTAL  
SQUAD B

0/0/5 5

W4 420A F4 OPS CHIEF  
E7 42A40 F4 NCOIC  
E4 42A10 F5 HR SPC

E6 42A30 F4 Pstl Supv  
E5 42A20 F5 Pstl Sgt  
E4 42A10 F5 Pstl Spec  
E3 42A10 F5 Pstl Clk (2)

E6 42A30 F4 Pstl Supv  
E5 42A20 F5 Pstl Sgt  
E4 42A10 F5 Pstl Spec  
E3 42A10 F5 Pstl Clk (2)

**Mission:** Provide MMT postal operations to an AOR.

### HR COMPANY (POSTAL)

HR  
COMPANY  
(POSTAL)

CMD SEC  
2/0/1 3

MAINT  
SUPPORT  
SEC  
0/0/16 16

HQ  
SUPPORT  
SEC  
0/0/13 13

POSTAL  
PLANS &  
OPERATIONS  
1/1/1 3

POSTAL  
DIRECTORY  
0/0/5 5

POSTAL  
PLT

**Capabilities:** Existence based organization employed as part of the theater opening mission to establish a Joint Military Mail Terminal. With augmentation of the HR Company – Postal, provides integrated, accurate, and timely processing of mail.

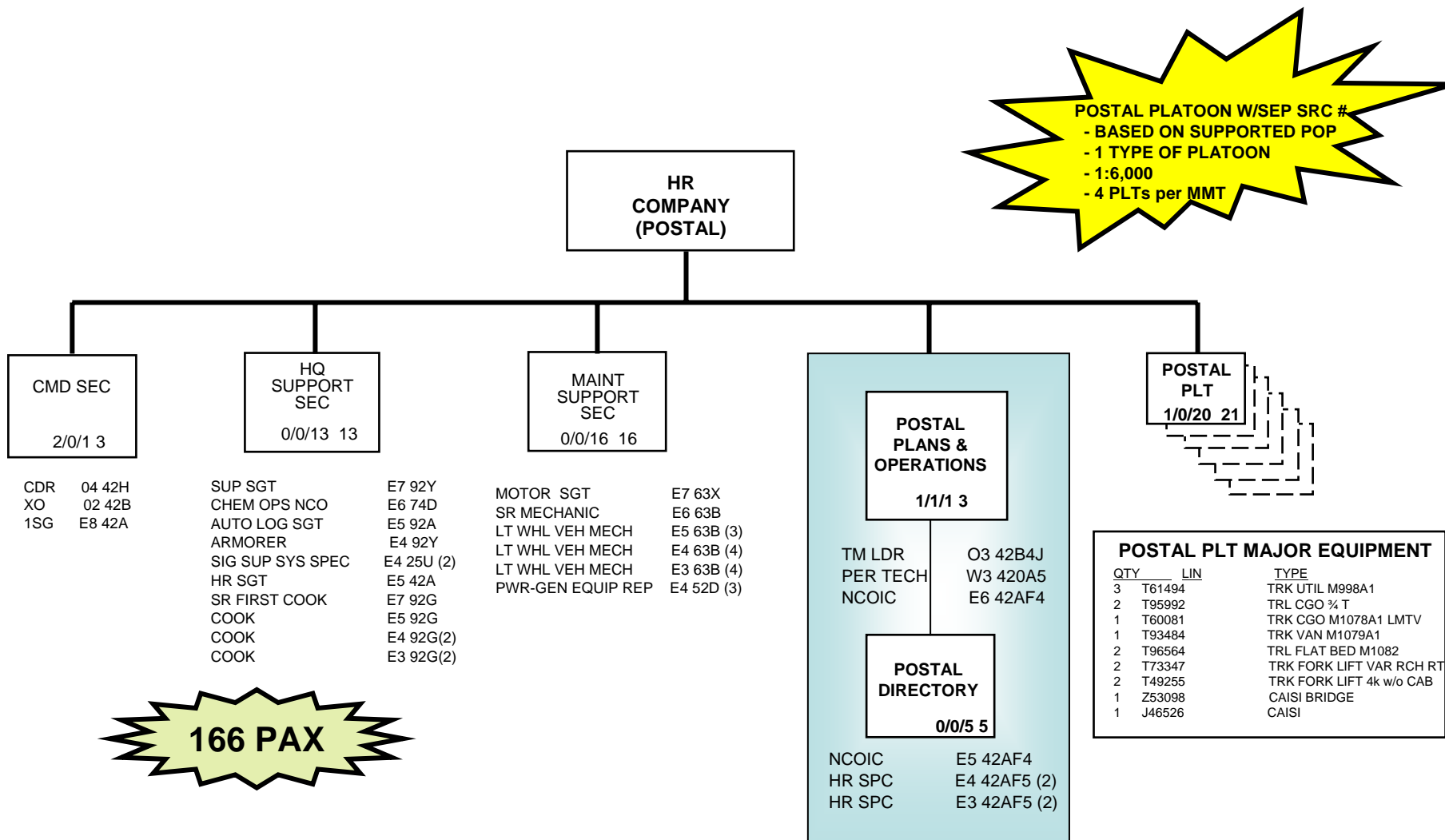




# HR COMPANY (POSTAL)

## (SUST BDE IN CORPS/DIV AO)

SRC: 12413G000





UNCLASSIFIED

# POSTAL PLANS & OPS (P&O) TEAM

## (HR COMPANY)



-- **CONCEPT:** The Postal Plans & Ops Team is a workload based organization employed with an HR Company when **one or more postal platoons are assigned/attached** and can be employed anywhere an HR Company is employed.

-- **UNIT MISSIONS:** To provide the HR Company with both long and short term postal planning, operational management, technical support and directory services when postal platoons are attached to the company to facilitate the HR (Postal) Company's ability to execute its specified tasks.

-- **REQUIRED CAPABILITIES:** On order, deploy as part of an HR company with postal platoons to the area of operation and provide postal staff support and directory service. Requires 50% mobility for the Team. Requires capability to communicate digitally via NIPR/SIPR and voice to elements of attached platoons, HR Company, G-1 and S-1 sections, transportation and logistics elements.

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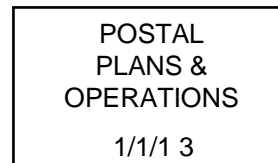


# POSTAL PLANS & OPS (P&O) TEAM

## (HR COMPANY)

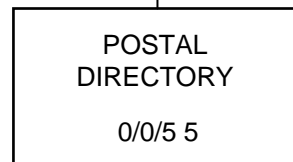


**1/1/6 8**



TM LDR  
PER TECH  
NCOIC

O3 42B4J  
W3 420A5  
E6 42AF4



NCOIC  
HR SPC  
HR SPC

E5 42AF4  
E4 42AF5 (2)  
E3 42AF5 (2)

**MISSION:** Provide short and long term postal planning, current and future operations management, technical support and directory services.

**CAPABILITIES:** Workload-based organization in the HR Company headquarters to provide Postal Directory Service based on personnel data from the G-1 and S-1 sections.



UNCLASSIFIED

# POSTAL PLATOON



-- **CONCEPT:** The Postal Platoon is a workload based organization employed in support of up to 6,000 personnel throughout the entire theater. The postal platoon at the Port area will largely perform MMT support tasks, while postal platoons in the Corps/Div area will primarily perform service and finance missions. While the supported population may be in the BCT/Maneuver area, operationally most postal operations will occur in the Corps/Div, Army/ASCC, and Port areas in the sustainment bases. All platoons are capable of handling both types of missions and operating throughout the entire theater. The postal platoons are all linked by a single mission to move the mail within the theater and back to CONUS. The postal platoons rely on the HR Company HQ with a Postal Plans & Ops Team for all guidance and technical supervision.

-- **UNIT MISSIONS:** To provide postal support to all individuals and units in an assigned area.

-- **REQUIRED CAPABILITIES:** On order, deploy to the theater of operations and provide modular, scalable and flexible postal support including postal finance, services, and operation support to Army/ASCC, Corps/Div, and BCT size areas in increments up to 6,000 personnel and mobile postal services at lower levels as needed. Provides postal operations support to include special services required for redirect, retrograde, casualty and EPW mail. It also includes processing incoming bulk mail and coordinates mail transportation to forward platoons. It has the ability to provide postal finance support. Processes outgoing mail to CONUS. Requires 100% mobility of the platoon. Supplemental transportation is required for oversized equipment. Requires capability to communicate digitally via NIRP/SIPR and voice to HR Company headquarters, logistical support elements and G-1/S-1 sections of units in the assigned area. Requires sufficient crew-served weapons for base defense and ground convoy operations.

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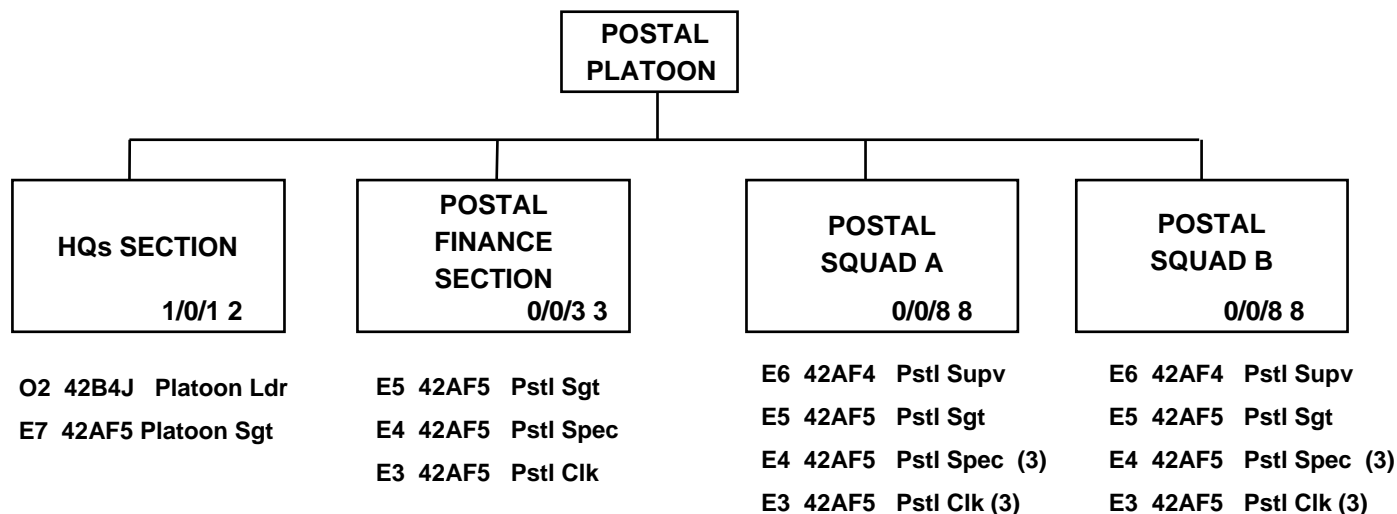
UNCLASSIFIED

# POSTAL PLATOON



**Mission:** Provides postal support to all individuals and units in an assigned area of operations or to serve as an element of a MMT.

1/0/20 21



## Capabilities:

Workload based organization in an area to support up to 6,000 personnel or as 1 of 4 platoons supporting an MMT. Provides postal operation support, special services for redirect, retrograde, casualty, and EPW mail in ASCC, division, corps, and brigade size areas.

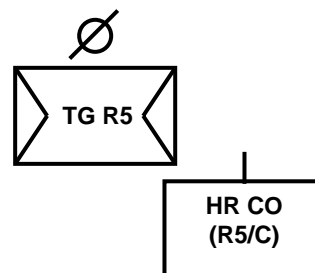
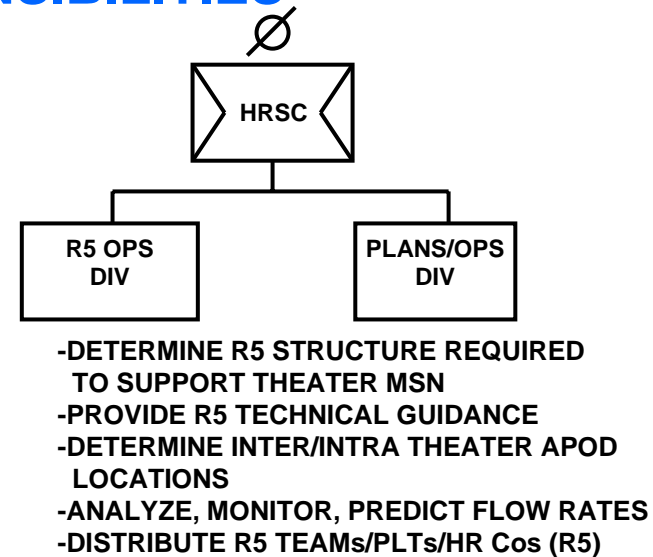
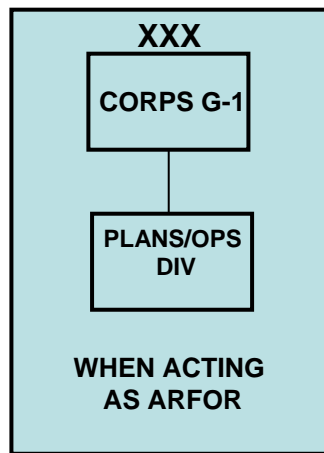
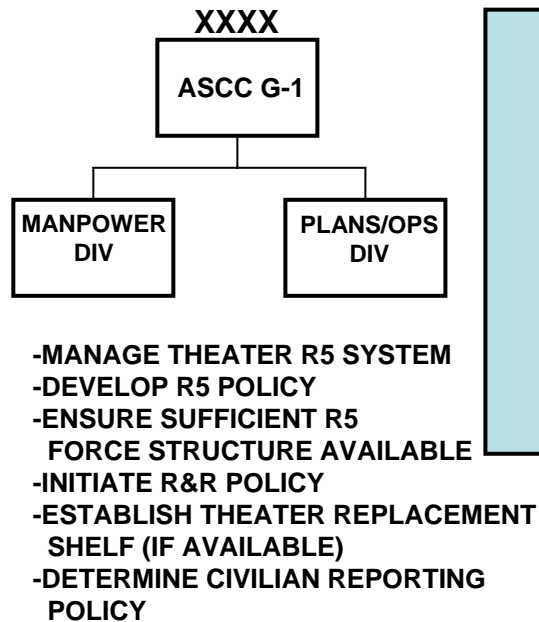
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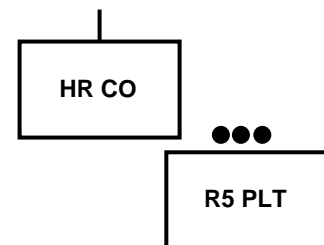
# **THEATER R5 OPERATIONS (RECEPTION, REPLACEMENT, RETURN TO DUTY, R&R, REDEPLOYMENT)**

# R5 CORE COMPETENCY

## ROLES AND RESPONSIBILITIES



- ESTABLISH TG R5 CENTER (INTER-THEATER APOD)
- CONDUCT PERSONNEL ACCOUNTING
- COORDINATE W/JOINT AND SUSTAINMENT NODES FOR SUPPORT
- COORDINATE ONWARD MOVEMENT
- COORDINATE TRANSIENT BILLETING
- EXECUTE REPLACEMENT GUIDANCE (AS NEEDED)
- INTEGRATE DTAS DATA



- ESTABLISH INTRA-THEATER APOD R5 OPNS
- CONDUCT PERSONNEL ACCOUNTING
- COORDINATE ONWARD MOVEMENT
- INTEGRATE DTAS DATA



UNCLASSIFIED



# THEATER GATEWAY (TG) R5 TEAM

-- **CONCEPT:** The Theater Gateway R5 team is an existence based organization in the Sustainment Brigade employed as part of the Theater Opening Mission to establish a JOA TG R5 Center. As the JOA matures, the Theater Gateway R5 Team and the augmenting HR-R5 Company will transition to the JOA Distribution Mission. The Theater Gateway R5 Team receives technical guidance from R5 Operations Division of the HRSC through the HR Ops Cell of the ESC and Sustainment Brigade SPO. Operational guidance and directives come from the Army/ASCC G-1. The Theater Gateway R5 Team does not have command and control over the HR-R5 Company, but does have overall control of the TG R5 Center and provides all technical direction to the HR-R5 Commander. Operates as an element of the inter-theater APOD under the control of the Sustainment organization responsible for the operation of the inter-theater APOD, normally a Combat Support Sustainment Battalion (CSSB).

-- **UNIT MISSIONS:** To provide R5 support to the theater of operations by coordinating and providing theater level reception (RSOI), replacement, return-to-duty, R&R, and redeployment operations which **provide personnel accountability and database inputs** as Soldiers enter, transit, and depart the theater at the inter-theater APOD; and **executes tasks supporting the personnel accountability function**. The main functions of this team is to provide the supporting staff to do all **the necessary coordination**, planning and implementation for a large scale R5 mission during the various stages of an operation.

-- **REQUIRED CAPABILITIES:** On order, deploy to an area of operations and establish a theater-level R5 Center with an HR-R5 Company at the Inter-theater Aerial Port of Debarkation (APOD) for personnel accounting tasks associated with R5 operations. Requires 100% mobility of the team. Requires capability to communicate digitally via NIPR/SIPR and voice to R5 elements, G-1 sections, logistical support elements, and other branches of service.

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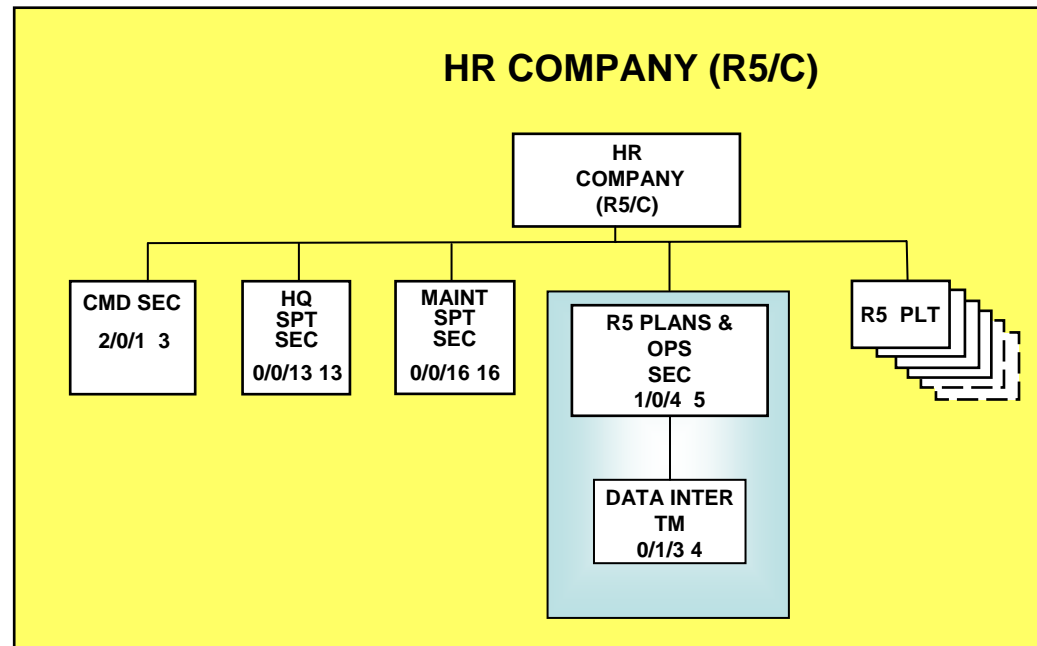
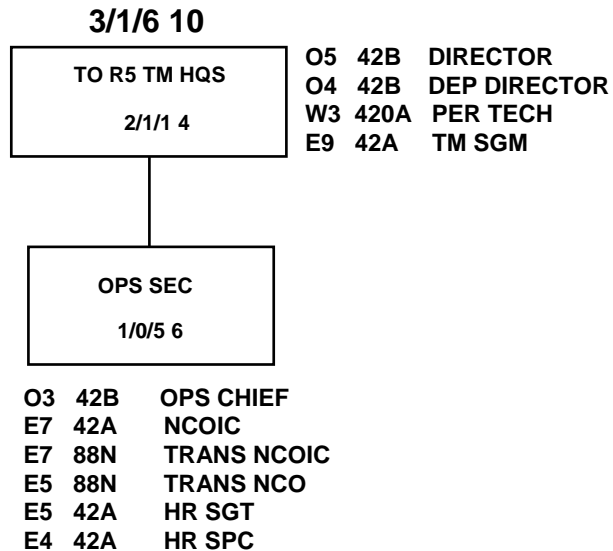




# THEATER GATEWAY (TG) R5 CENTER

## SUST BDE w/TO MISSION

### THEATER GATEWAY (TG) R5 TEAM



**CURRENTLY LABELLED:  
PERSONNEL PROCESSING CENTER  
IN CFLCC-FWD**

# HR COMPANY (R5-C)

## INTER-THEATER R5 TG CENTER

CASUALTY PLT TO'd AWAY  
-R5 PLTS ROA 4/TG R5 CNTR  
-R5 PAT ROA 2 OR 3/PLT  
-12 R5 PAT TO A TG R5 CTR  
-600 PAX/DAY FLOW FOR  
ADDTN'L R5 PAT

### HR COMPANY (R5-C)

#### CMD SEC

2/0/1 3

CDR 04 42H  
XO 02 42B  
1SG E8 42A

#### HQ SUPPORT SEC

0/0/13 13

SUP SGT E7 92Y  
CHEM OPS NCO E6 74D  
AUTO LOG SGT E5 92A  
ARMORER E4 92Y  
SIG SUP SYS SPEC E4 25U (2)  
HR SGT E5 42A  
SR FIRST COOK E7 92G  
COOK E5 92G  
COOK E4 92G(2)  
COOK E3 92G(2)

#### MAINT SUPPORT SEC

0/0/16 16

MOTOR SGT E7 63X  
SR MECHANIC E6 63B  
LT WHL VEH MECH E5 63B (3)  
LT WHL VEH MECH E4 63B (4)  
LT WHL VEH MECH E3 63B (4)  
PWR-GEN EQUIP REP E4 52D (3)

#### R5 PLANS & OPS SEC 1/0/4 5

TM LDR O3 42B  
NCOIC E7 42A  
TRANS NCO E6 88N  
HR SGT E5 42A  
HR SPC E4 42A

#### DATA INTEGRATION TM 0/1/3 4

HR TECH W2 420A  
HR SYS SGT E5 42F  
HR SYS SPC E4 42F  
HR SPC E4 42A

#### R5 PLT W/3 R5 PAT

1/0/25 26

#### CAS PLT W/6 CLTs

1/0/31 32

177 PAX



# R5 PLANS AND OPS (P&O) TEAM

## (HR COMPANY)

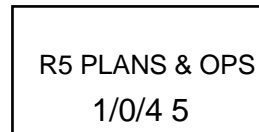
- **CONCEPT:** The R5 P&O Team is a workload based organization employed with an HR Company when **one or more R5 platoons are assigned/attached** and can be employed anywhere an HR Company is employed.
- **UNIT MISSIONS:** To provide the HR Company with both long and short term R5 planning, technical support, current and future operational management, and personnel accountability data integration when R5 platoons are attached to the company to facilitate the HR (R5) Company's ability to execute its specified R5 tasks.
- **REQUIRED CAPABILITIES:** On order, deploy as part of an HR company with R5 platoons to provide R5 staff support and data integration. Requires 50% mobility for the team. Requires capability to communicate digitally via NIPR/SIPR and voice to elements of attached platoons and teams, HR Company, Sustainment Bde HR Ops SPO Cell, G-1/S-1 sections, transportation and logistical elements.



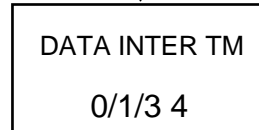
# R5 PLANS AND OPS (P&O) TEAM

## (HR COMPANY)

**1/1/7 9**



HR OFF	O3 42B
NCOIC	E7 42A
TRANS NCO	E6 88N
HR SGT	E5 42A
HR SPC	E4 42A



HR WO	W2 420A
HR SGT	E5 42F
HR SPC	E4 42F
HR SPC	E4 42A



# R5 PLATOON HQ

- **CONCEPT:** The R5 Platoon HQ is a workload based command and control organization employed in **support of 2-3 R5 teams** in the Corps/Div, Army/ASCC, and Port areas of support. The R5 platoons will largely be employed either at the APOD in support of the Theater R5 Center at inter-theater APODs or in the Corps/Div sustainment area at intra-theater APODs preparing Corps/Div personnel for onward movement to and from the APOD. As a theater becomes more established and additional APODs are opened, R5 teams or platoons will be dispersed to cover all entry points into the theater for accurate personnel accountability. The R5 platoon headquarters relies on the HR Company HQ with an R5 Plans and Ops Team for all guidance and support.
- **UNIT MISSIONS:** To provide command and control to R5 Personnel Accounting Teams.
- **REQUIRED CAPABILITIES:** On order, deploy to an area of operations and provide command and control as well as technical support to R5 teams. Requires 100% mobility of the platoon headquarters. Requires capability to communicate digitally via NIPR/SIPR and voice to R5 teams, HR Company headquarters, SPO HR Ops Cell, sustainment elements, and G-1/S-1 sections of units in the assigned area.



# R5 PERSONNEL ACCOUNTING TEAM

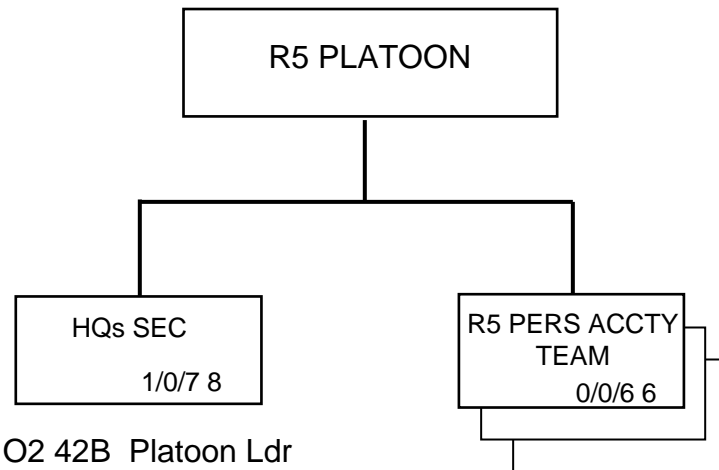
-- **CONCEPT:** The R5 Personnel Accounting Team is a workload based organization primarily employed in the Corps/Div or Port areas **as part of an R5 platoon to support up to 600 transient personnel per day**. R5 PATs rely on their platoon headquarters for all guidance. When necessary, due to geographical dispersion, R5 PATs can use the HR Ops Cell to assist in coordination and communication with the platoon headquarters or other necessary elements.

-- **UNIT MISSIONS:** To provide **personnel accounting and personnel movement coordination support** including accurate personnel accountability of transient personnel and coordination of movement for reception, replacements, returns-to-duty, R&R, and redeployment.

-- **REQUIRED CAPABILITIES:** On order, deploy to an area of operations and provide reception (individual and unit), replacement, returns-to-duty, R&R, and redeployment tracking and **accountability for up to 600 people daily**. Requires 100% mobility of the team. Requires capability to communicate digitally via NIPR/SIPR and voice to R5 platoon headquarters, R5 Plans and Ops Team of the HR Company, and G-1/S-1 sections of units in the assigned area.



# R5 PLATOON



O2 42B Platoon Ldr  
 E7 42A Platoon Sgt  
 E5 88N Trans Mgmt NCO  
 E4 88N Trans Mgmt Coord  
 E4 92Y Supply SPC (2)  
 E5 42A HR SGT  
 E4 42F HR INFO SYS SPC

E6 42A HR SGT  
 E5 42A HR SGT  
 E4 42A HR SPC (4)

**1/0/25 26**



# THEATER CASUALTY OPERATIONS

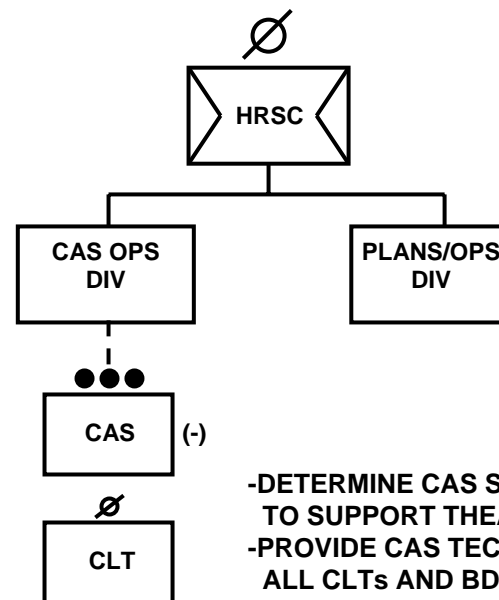
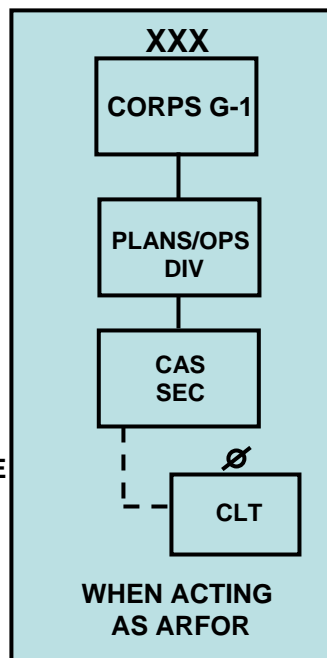
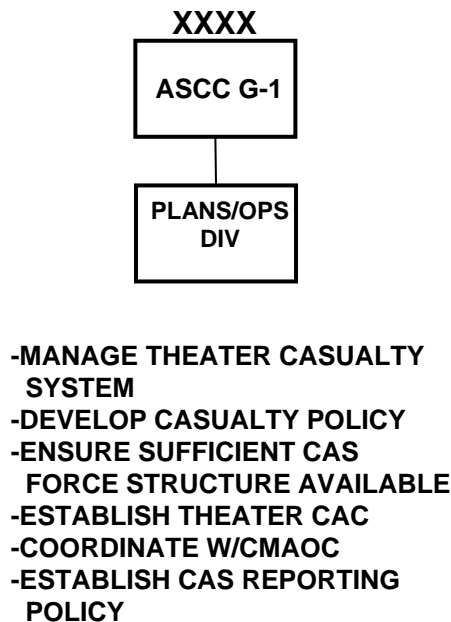




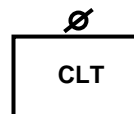
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# CASUALTY CORE COMPETENCY

## ROLES AND RESPONSIBILITIES



- DETERMINE CAS STRUCTURE REQUIRED TO SUPPORT THEATER MSN
- PROVIDE CAS TECHNICAL GUIDANCE TO ALL CLTs AND BDE/BCT S-1 SECTIONS
- OPERATE THEATER CAC
- RECEIVE AND FORWARD ALL CASUALTY REPORTS
- RECEIVE OPCON OF ALL CAS PLT HQs AND CLTs



- PROVIDE CASUALTY SPT TO CSHs/ MA CO/G-1s
- ENSURE ACCURATE AND TIMELY CASUALTY REPORTING
- MAINTAIN CASUALTY STATISTICS
- OPERATE DCIPS-FWD

UNCLASSIFIED



UNCLASSIFIED

# CASUALTY OPNS DIVISION

## (HRSC)



- Establishes the theater CAC under the Army/ASCC G-1
- Serves as the casualty manager for the JOA under the control of the Army/ASCC G-1
- Ensures casualty data links are established with HRC
- Ensures initial casualty reports flow through the contingency CAC to HQDA NLT 12 hours from incident
- Maintains casualty information of all Army/ASCC personnel
- Provides CLTs to Level III hospitals and mortuary affairs collection points (MA Co), Div/Corps G-1s
- Reviews and transmits initial (INIT) and supplemental (SUPP) casualty reports from all theater reporting elements
- Synchronizes casualty operations between the following:
  - DA CMAOC
  - CLTs
  - Mortuary Affairs
  - G-1/S-1 Sections

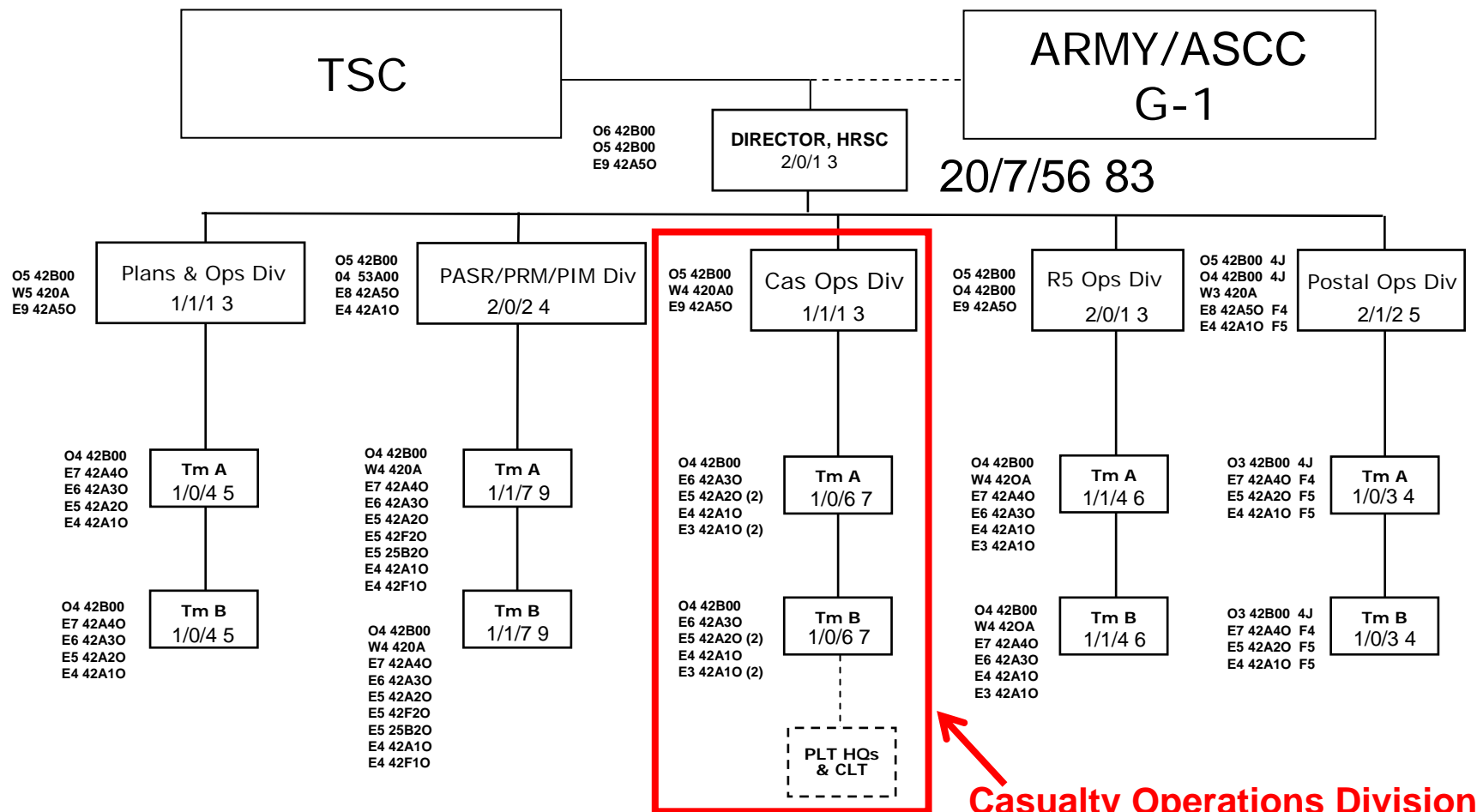
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# CASUALTY OPNS DIVISION

## (HRSC)



ROA: 1 PER TSC

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# THEATER ARMY CASUALTY AND RECORDS CENTER (TACREC)



- The HRSC will form a TACREC
- The TACREC normally locates at the Casualty Operations Center of the CAC
- The HRSC Casualty Operations Division headquarters section supervises TACREC operations
- The TACREC is the focal point at the theater for casualty report processing
- The TACREC also serves as the casualty records repository for all records (digital and paper) within the theater

UNCLASSIFIED



# CASUALTY PLATOON HQs

-- **CONCEPT:** The Casualty Platoon HQ is a workload based command and control organization employed **in support of 3-6 CLTs** and will be **attached to the Casualty Operations Division of the HRSC**. This employment allows the command and control element to align with the technical element to better support the CLTs and Army/ASCC Commander with accurate and timely casualty information collection. The Casualty Platoon leader still relies on the HR Company for administrative guidance, but due to geographic dispersion, relies on the unit supporting the CLT for daily life support.

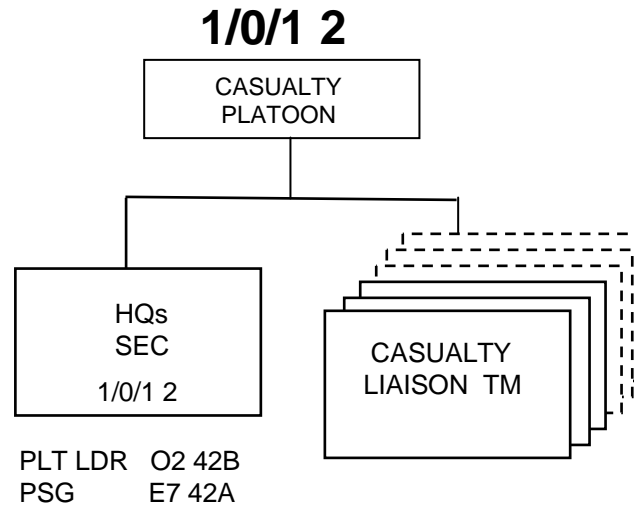
-- **UNIT MISSIONS:** To provide command and control to between 3-6 Casualty Liaison Teams.

-- **REQUIRED CAPABILITIES:** On order, deploy to the area of operations and provide command and control to Casualty Liaison Team. Requires 100% mobility of the platoon headquarters. Requires capability to communicate digitally via NIPR/SIPR and voice to CLTs, HR Company headquarters, Sustainment BDE SPO HR Ops Cells, Army/ASCC G-1 Casualty Ops Div, logistical support elements and units where CLTs are attached.



# CASUALTY PLATOON HQs

**Mission:** Provide command and control to Casualty Liaison Teams.



## CAPABILITIES

Existence-based organization employed to provide C2 of 3-6 Casualty Liaison Teams. Relies on HR Company for administrative guidance and supported unit for life support (CSH, MA Company).



# CASUALTY LIAISON TEAM (CLT)

- **CONCEPT:** The Casualty Liaison Team is existence based organization employed in the Corps/Div and Army/ASCC regions to support CSHs, Mortuary Affairs Collection Points (MA Co), Corps/Div Headquarters and the HRSC Casualty Operations Division. A CLT and the Casualty Platoon headquarters are co-located with the Casualty Operations Division at the HRSC. The HRSC Casualty Operations Division provides technical and administrative guidance to the CLTs. The CLTs rely on the units they are attached to for daily life support.
- **UNIT MISSIONS:** To provide accurate casualty information (reporting and tracking) at medical facilities, mortuary affairs collection points and higher headquarters as well as facilitate real-time casualty information for commanders. Assist in management of casualty operations as needed based on location
- **REQUIRED CAPABILITIES:** On order, deploy to an area of operations and establish Casualty Liaison Teams at Combat Surgical Hospitals (CSH), Army/ASCC Mortuary Affairs Collection Points, as well as Corps/Div G-1 and HRSC Casualty Operations Division to obtain accurate and timely casualty information and assist with casualty operations management as necessary. Requires 100% mobility of the team. Requires capability to communicate digitally via NIPR/SIPR and voice the theater CAC (Casualty Ops Div, HRSC), Casualty platoon headquarters, and S-1/G-1 sections of units in the assigned area.



# CASUALTY LIAISON TEAM (CLT)

**Mission:** Provide accurate reporting and tracking of casualty information.

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**CASUALTY  
LIAISON TM**

TEAM CHIEF	E5 42A
HR SGT	E4 42A (2)
HR SPC	E3 42A (2)

## **CAPABILITIES**

Existence-based organization employed to support CSH, Mortuary Affairs Collection Points, Army/ASCC, Corps/Division headquarters, and HRSC Casualty Operations Division. Assists commanders in keeping accurate casualty information throughout the course of an operation. Capable of splitting the team to support smaller, more forward locations.



# **U. S. Army Soldier Support Institute**

## **SRC 12 THEATER STRUCTURE (CONUS BASING)**

 Adjutant General School 

# SRC12 THEATER STRUCTURE CONUS BASING ENDSTATEMENT

## FY06 - 09

LEWIS (3UA) 16 OCT 07

**1XMMT Tm**

**22d HR Co (Oct 07)**

3XPstl Plt; 1XPstl P/O Tm

2XR5 Plt w/6XR5 Tm

1XR5 P/O Tm

1X Cas Plt HQ w/6XCLT

OCONUS 30 SEP 06

**8 PERSCOM/HRSC**  
(Hawaii)

EUSTIS 16 SEP 06

**1XTG R5 Tm (Sep 06)**

**510th HR Co (Sep 06)**

1XR5 P/O Tm

4XR5 Plt w/13 R5 Tm

1XCas Plt HQ w/7XCLT

BRAGG (4 UA) 16 SEP 06

**14th HRSC (Sep 06)**

**1XMMT Tm (Sep 06)**

**18th HR Co**

**18th > 90th HR Co (Feb 07)**

WH5CAA>WA5LAA

1XPstl P/O Tm

3XPstl Plt

1X Cas Plt HQ w/6XCLT

CAMPBELL (4 UA) 16 APR 07

**1XTG R5 Tm (Apr 07)**

**101st HR Co (Apr 07)**

1XR5 P/O Tm w/3XR5 Plt

9XR5 Tm

1XCas Plt HQ w/6CLT

HOOD (5 UA) 16 APR 07

**1XMMT Tm**

**502d HR Co (Apr 07)**

1XPstl P/O Tm w/3XPstl Plt

**FORSCOM**

**OTHER MACOM**

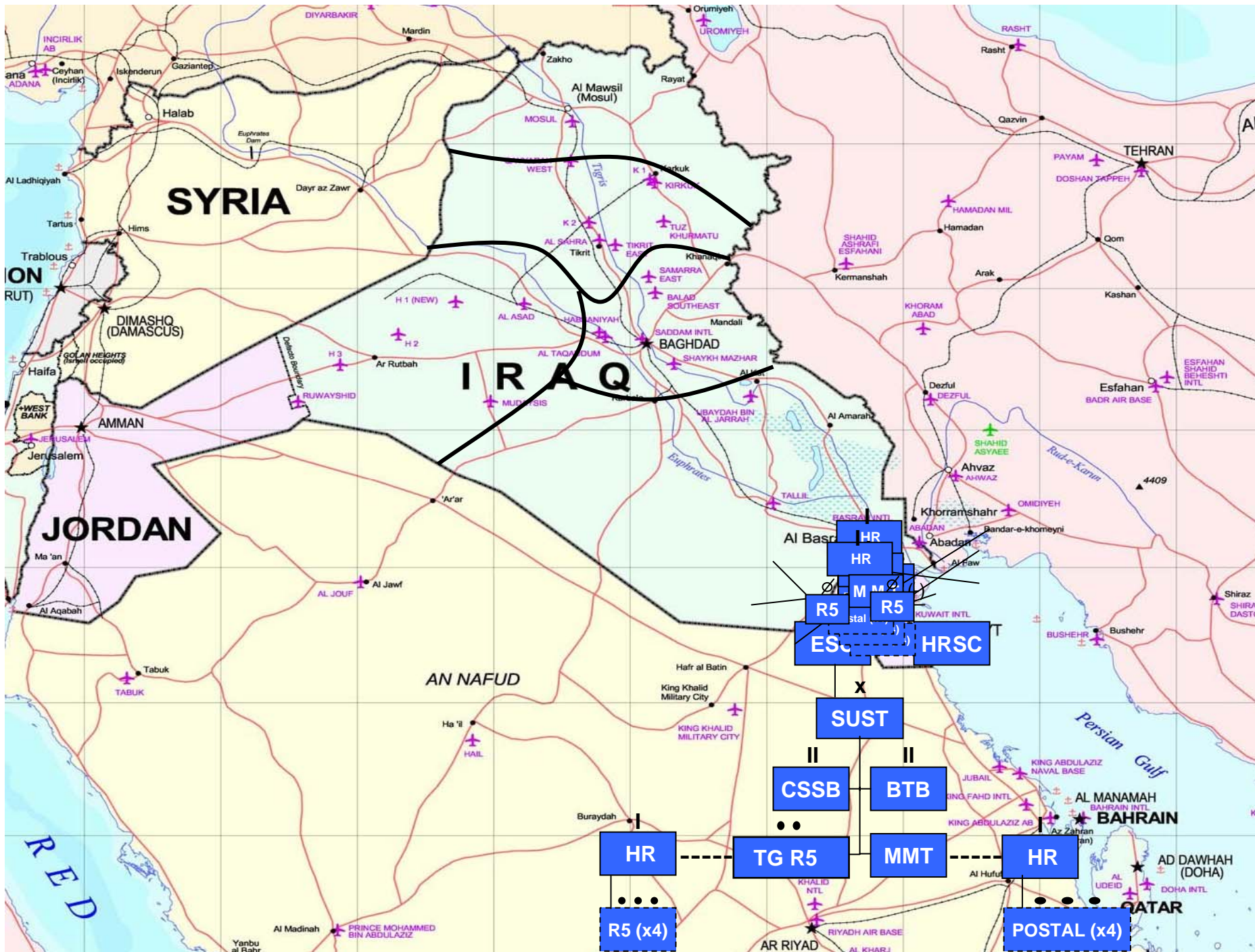
**HR Company/HRSC**

AS OF: 25 AUG 06

# U. S. Army Soldier Support Institute

## THEATER SCENARIO

Adjutant General School





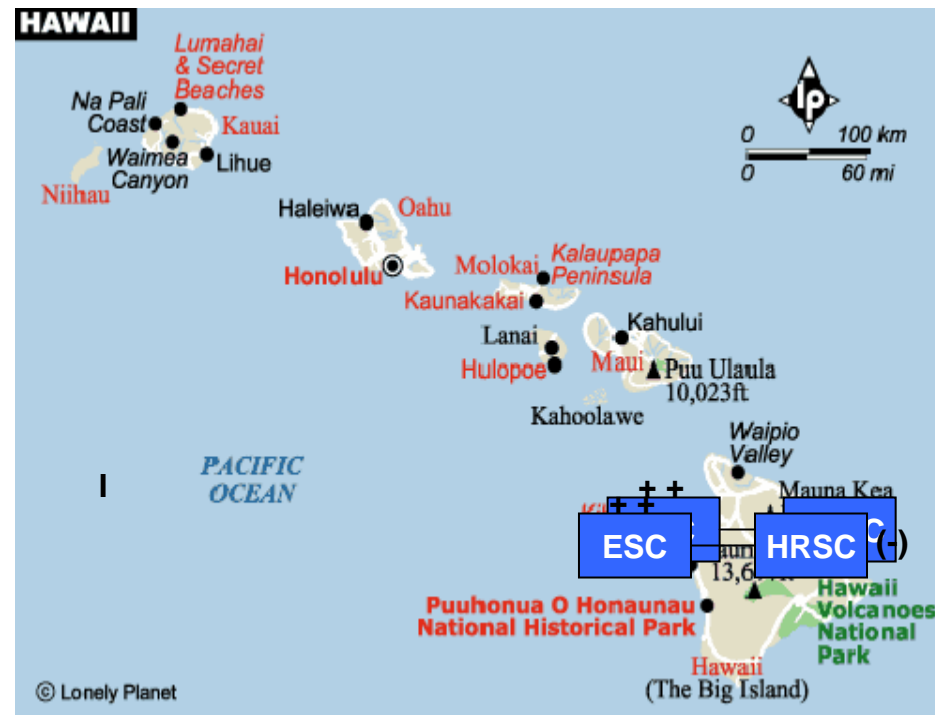
# PHILIPPINES



## SCENARIO:

- UNOPPOSED ENTRY
- FRIENDLY GOV'T
- 30,000 US TROOPS
- 1XDIV, 1XSBCT, 2XSUST BDEs
- FLOW RATE: 4800/DAY, 1XAPOD

## HAWAII



# U. S. Army Soldier Support Institute

**QUESTIONS??**

Adjutant General School